

**The role of Employee Value Propositions and Corporate Brand preferences in Talent  
Attraction**

**by**

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## **Abstract**

The ever increasing competition to recruit talented and skilled employees has created the necessity to understand which factors influence an applicant's decision to pursue a job offer from an organisation. Recruitment efforts no longer focus solely on the unemployed job seekers market, but has in recent years extended more aggressively into recruiting students before graduation. Moreover, some authors suggest that 60 % of current employees are passively seeking other employment, which creates opportunities to entice talented employees from competitors. However, it has become exceedingly clear that undifferentiated retention strategies are no longer appropriate or effective.

The aim of this study was to develop an understanding of the relative importance that new entry job seekers and passive job seekers, from different demographic groups or cohorts, place on Employee Value Propositions (EVPs) and an organisation's corporate brand when choosing to pursue different job opportunities. A secondary aim of the study was to identify the ideal combination and quantum of EVPs relative to the organisation's corporate brand that may entice potential candidates to pursue a career opportunity within an organisation.

The current study adopted a descriptive research design, following a quantitative research approach. Primary data was collected from students, graduates and employed job seekers in their early career stage by means of two online questionnaires (n= 954). The questionnaires were compiled from the total rewards elements included in the WorldatWork Total Rewards model and were informed by a comprehensive literature review on Employee Value Propositions (EVPs) and Organisation Corporate Brand. Descriptive statistics, t-tests and ANOVAs were used to analyse data collected from Questionnaire 1 and to analyse the data collected with Questionnaire 2. Choice-based conjoint analyses were used to identify the ideal combination and quantum of EVPs relative to the organisation's corporate brand; as well as

which of these variables (i.e. EVPs or corporate brand) are considered more important for potential employees.

The results obtained from the choice-based conjoint analysis revealed that overall EVP's were considered (relatively) more important than Corporate Brand, while Affiliation (i.e. employee's association with the organisation, person-organisational fit) was considered more important overall than Corporate Brand. The three attributes that were consistently deemed important when deciding to pursue job opportunities, in order of preference, were: Affiliation (relative importance of 29.4% on average), Work Content i.e. the satisfaction employees derive from their work, including among others challenge, variety and impact (relative importance on average 22.8%); and Career i.e. opportunities for development and advancement (relative importance on average 21.5%).

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## **Chapter 1**

### **Introduction**

Human capital is one of an organisation's key assets and it is the employees that drive the organisational goals and strategic plans. Attracting and retaining key talent is paramount in an organisation's success. An organisation's ability to successfully participate in the realm of employment lies in its ability to recruit and attract targeted candidates to selection pools and moreover, to sustain and even increase its attractiveness for job seekers and even current employees (Gomes & Neves, 2011; Perreira, 2007). The attraction, employment and retention of indispensable human capital is, however, deterred by the ever increasing dearth of scarce talent (typically individuals that possess hard to come by competencies, skills and/or experience) and the resulting in what is often referred to as the war for talented and skilled employees.

#### **1.1.Applicant Job Search, Global War for Talent and Recruitment Practices**

A recent global survey revealed that out of 26 countries that participated, 85% of respondents are currently participating in job search activities (Talent Trends 2014, 2014; United Nations, 2014). On the other hand, the global unemployment rate has reached a historical high of 27 %, demonstrating the ever increasing demand for employment (United Nations, 2014). The high demand for employment and small supply of employment opportunities will arguably continue to contribute to the ever increasing competition amongst employers for qualified and talented applicants and organisations that are able to effectively attract the most qualified and talented applicants will hold a significant and necessary competitive advantage (Collins & Han, 2004). However, achieving this outcome seems to be easier said than done. A survey conducted by two of the world's leaders in consulting and human resource practices revealed that 70% of the organisations that participated in the survey experienced difficulty attracting critically skilled

and top- performing applicants; while 36% of the organisations experienced challenges in attracting applicants overall (Global Strategic Rewards, 2007).

Traditionally organisations use recruitment processes to attract individuals and fill vacant positions through systematically determining an applicant's suitability for a position (Rynes, 1989). However, traditional recruitment practices do not take into consideration the individual job search behaviour and/or environmental influences on the labour market and how these may effect an organisation's recruitment success.

## **1.2.Aspects that Influence Recruitment and Job Choice**

There is an ever present competition among different organisations for harder to fill vacancies, typically those that require specialised skills/experience. This situation has been made even more challenging by technological and social media advances that has led to a situation where applicants are continuously presented with a vast amount of vacancies from different organisations; and employing specialised job search behaviours in order to identify and pursue the most attractive and lucrative offers (Allen, Mahto & Otondo, 2007; Van Hoyer & Saks, 2011). Additionally, job offers are not made in seclusion. Talented and skilled applicants are often presented with more than one job offer at a time (Van Hoyer & Saks, 2011). Moreover, demographic shifts in the labour market have impacted on the ability of organisations to stay optimally resourced, including the impending retirement of baby boomers that most often occupy key positions; the ever increasing brain-drain of talented and skilled youth to international labour markets; and reports that more than 60% of current employees are passively seeking employment (Ready & Conger, 2007; Talent Trends, 2014; Van Hoyer & Saks, 2011). These developments have resulted in organisations reviewing how they approach talent attraction. Arguably, the ability to engage and retain the best talent is entirely constrained by an organisation's ability to attract such individuals to apply for vacancies in the first place.

Talent attraction is key and organisations need to do everything possible to address it optimally as part of the talent management process.

### **1.3. Talent Management: Employer Branding and Corporate Brand**

Increasingly organisations are utilising marketing principles in an attempt to increase an organisation's image, including adopting principles of branding in terms of *employer branding* (Backhaus & Tikoo, 2004; Edwards, 2009). This thinking draws from branding theory, which refers to an organisation's brand as the features that distinguish an organisation's product or service from, and make it more attractive than, its competitors (Bennett, 1988; Wood, 2000). A corporate brand expands on this definition and includes the expectations of the delivery of company products, services and overall experience; it symbolises a promise between the organisation and its stakeholders (Argenti & Druckenmiller, 2004; Fetscherin & Usunier, 2012). The main application of a corporate brand lies in its ability to differentiate organisations from their competitors, communicate key elements of the organisation's products and increase awareness of the organisation within the market (Macdonald & Sharp, 2000; Wood, 2000). Successful corporate brands and sufficient brand awareness has a significant influence on consumer's product choice, as consumers would often simplify their buying by selecting products or services from familiar or preferred corporate brands, even when comparing alternative products with a similar or the same marketing mix (Keller, 1993; Macdonald & Sharp, 2000; Wood, 2000). Employer branding takes the same theories, understanding and assumptions and applies them within the context of Human Resources (HR) and Industrial and Organisation Psychology (IOP).

Employer branding includes an organisation's strategically targeted long term efforts to communicate the organisation's identity (image, values and culture) to potential and current employees and increase the overall awareness and perception as an attractive employer

(Backhaus & Tikoo, 2004; Edwards, 2009). Thus, based on branding theory, by clarifying and communicating the organisation's employer brand effectively, an organisation can influence its attraction to applicants and hopefully impact their choices.

Research support for these notions have already been found. For example, various studies have indicated that job seekers are more attracted to organisations with positive reputations and are more likely to apply or accept job offers from organisations with existing positive reputations (Behrend, Baker & Thompson, 2009; Breaugh & Starke, 2000; Cable & Turban, 2003; Collins, 2007; Edwards, 2009; Lee, Hwang & Yeh, 2013; Moroko & Uncles, 2008). In a recent global survey 56% of respondents indicated that they considered a company's reputation as a great place to work and 20% of respondents its reputation for great products and services, as the most important factors when considering new job offers (Talent Trends 2014, 2014).

The attributes included in an organisation's employer brand derives from past research regarding the relationship between organisational attractiveness and applicant intention. Research has indicated that applicant intention may be determined by several factors, of which Job Characteristics and Organisational Attributes are most suggestive to influence applicant's intention to apply to and/or accept a job offer (Cable & Turban, 2003; Chapman, Uggerslev, Carroll, Piasentin, & Jone, 2005; Gomes & Neves, 2011; Lievens, Decaesteker, Coetsier & Geirnaert, 2001). Therefore, for employer branding to be successful it should clearly communicate the functional, economical and psychological benefits of the job characteristics and the organisational attributes employment with the organisation provides (Ambler & Barrow, 1996; Berthon, Ewing & Hah, 2005; Edwards, 2009). These factors can be summarised in the Employee Value Proposition (EVP) that the organisation has to offer (Edwards, 2009; Corporate Leadership Council, 2006; Perreira, 2007).



#### **1.4.Employee Value Proposition (EVP)**

An organisation's EVP is the unique array of reward features, benefits and advantages of employment that the organisation has to offer to employees and applicants; and an organisation's EVP is compiled by systematically equating and incorporating the aspects that initially draw and maintained the current workforce, emphasising the uniqueness of each organisation's EVP and the opportunity to differentiate the organisation for its competitors (Brown, 2012; Corporate Leadership Council, 2006; Edward, 2009). There are five attributes that have been identified as a base for employers to measure or compile their EVP, namely: Compensation (financial rewards); Benefits (non-financial rewards); Career (development and advancement opportunities); Work- content (satisfaction and motivation relating to their job characteristics); and Affiliation (commitment to and absorption into the work environment) (Brown, 2012; Corporate Leadership Council, 2006; Sibson consulting, N.D.). Therefore, it can be proposed that by developing an understanding of how important applicants deem each of these attributes, including which of these are deemed most important to them, can assist in the process of increasing an organisation's attractiveness and ultimately influence applicant intention (job attractiveness).

#### **1.5.Problem Statement**

It is important to note that the attributes included in an EVP, which consists of the underlining theories and aspects that were researched and that have been shown to influence the relationship between applicant attraction and intention (i.e. job characteristics and organisational attributes), did not consider the influence of individual decision making processes during the development of applicant intention. Individual decision making processes place emphasis on an applicant's tendency to evaluate and compare alternatives and many of the previous researchers used measures and methods that assumed, by implication, that

individual job choices independent of one another (Boswell, Zimmerman & Swider, 2011; Power & Aldag, 1985; Van Eerde & Thierry, 1996). Most, if not all research that have investigated preferences of this nature included measures where respondents rated the importance of each factor independently from the others, so not taking into consideration the comparisons and re-evaluations that applicants undergo when faced with choices that simultaneously differ on several important attributes (Power & Aldag, 1985; Green, Krieger & Wind, 2001; Smith & Albaum, 2005). Therefore, little empirical research exists that reflect which of these attributes, in other words EVPs, are deemed most important by applicants during the development of applicant intention (job choice). Many of these studies go on to indicate that further research is required to understand how comparisons of the combined attributes influence the level of relative importance of the individual attributes. Additionally, considering the influence an organisation's corporate brand has on the consumer's product choice and applicant's job choice, the question is raised if the relative importance of each of these attributes (i.e. EVPs), differ when they are proposed by familiar and/or preferred brands?

Another factor that needs to be consider when evaluating the importance of EVPs and organisational corporate brand is the applicants' geographic location (Corporate Leadership Council, 2006). Most of the recruitment, job search and applicant decision-making research has been conducted in American and European labour markets (examples of developed economies), and therefore South African organisations recruiting from South African applicant pools need to understand the preferences and influences these attributes have on South African applicant's attraction and intention (Adams, 2013). South Africa has a unique contextual background, and also differs from the American and European labour markets in that it is a developing economy.

Recruitment and selection practices in South Africa are influenced several pieces of legislation, including the Employment Equity Act No. 55 of 1998. The Employment Equity Act (1998)

together with the Broad-Based Black Economic Empowerment Act focus on achieving equity in the workplace and facilitates participation at all levels of the economy for designated groups; defined in the Act as African, Coloured, Indian, Chinese, Women and People with Disabilities. These pieces of legislation make provisions against unfair discriminations and makes Affirmative Action a legal requirement, which if not complied could be met with strict legislative penalties (Employment Equity Act, 1998). Therefore, organisation targeting designated job seekers need to develop a better understanding of EVPs and the underlying factors. To ensure they are desirable to such candidates, the ideal combination of EVPs need to be sought, moreover in relation to a desirable organisation corporate brand. Potentially both could influence applicant attraction and intention.

Another concerning trend is the reality of the current South African labour market where the demand for employment far exceeds the supply, while simultaneously a dire shortage of critical skills is being experienced. The Department of Labour has indicated that South Africa's unemployment rate includes over 3 million people between the age of 15-34 years and that only 15% of undergraduate students, 20% of master students and 12% of doctoral students graduate from tertiary institutions (Job Opportunities and Unemployment, 2012). Moreover, recruitment efforts no longer focus solely on the unemployed market but has recently started to extend to recruiting qualified applicants before graduation which has proven to be successful as the majority of specialised skills graduates, i.e. Engineering (77 %), Medical Science (80%) and Economic and Management Sciences (65%), are hired immediately after graduation (Collins & Stevens, 2002; Moleke, 2005). Therefore, in order to be competitive in the employment market organisations need to develop an understanding of which attributes are relatively important in new entry applicant attraction and intention.

In light of the discussion above, the aim of the present study was to identify the attributes that influence job seekers attraction and intention to pursue job offers from specific organisations.

Moreover, the role of the organisation's corporate brand on applicant's perceptions of attractiveness was investigated. The combination of these attributes, in other words EVPs and employer branding are deemed important in an organisation ensuring its attractiveness for potential employees, however this study aimed to show which would have the greater impact on applicant's attraction and intention (i.e. Corporate Brand or EVPs).

## **1.6. Research objectives**

The objectives of the current research were:

- To identify the factors that attract job seekers the most to a position at an organisation;
- To develop an understanding of the ideal combination of EVP factors, in relation to organisations' Corporate Brand that are most attractive in respondent's decision making; and
- To explore the differences in importance of Corporate Brand and EVP's in respondent's job choice.

## **1.7. Summary**

This chapter highlighted the importance attracting, employing and retaining talented and critically skilled employees to an organisation's success. Additionally, the current unemployment and other labour market concerns that organisations and recruiters face was explored. These include the extensive supply of under skilled workers and the shortage of critically skilled applicants.

Furthermore, the key attributes that job seekers and applicants deem most important when considering job offers was explored. Amongst others organisation's corporate brand and Employee Value Propositions was considered and discussed in relation to applicant attraction. Moreover, the objectives of the current research were identified and outlined.

In the following chapters provides a literature study on the different theories and models that influence job seekers' job searches and job choice processes; the research methodology that was implemented to gather data and fulfil the research objectives is outlined and the results reported and discussed in the final chapters.

## **Chapter 2**

### **Literature Review**

The focus of this chapter was to develop a broader understanding of applicant attraction and intention to join an organisation. The different variables that influence and explain applicant attraction and intention development were identified and explicated, referring to the specific attributes that influence attraction for individuals from different demographic groups/cohorts. Furthermore, the influence of individual decision making processes have on applicant attraction and influence is discussed.

#### **2.1.Organisational Attractiveness and Applicant Intention**

Organisational attractiveness refers to the degree to which an organisation is perceived to be a favourable place to work; in other words, it is the level of an individual's desire to work for that organisation. Intention, conversely, reflects the level of intensity of the individual's need to act on that favourable perception, as intention has been described as a key predictor for action (Gomes & Neves, 2011; Madden, Ellen & Ajzen, 1992). Research in attraction has referred to applicant intention as the likelihood that an applicant will apply to, pursue and/or accept a job offer (Chapman, et al., 2005; Collins & Stevens, 2002; Gomes & Neves, 2011).

Past research on organisational attractiveness found a significant relationship between organisational attractiveness and applicant intention and indicated that applicant intention may be determined by several factors, which can be characterised into two categories namely: Job Characteristics and Organisational Attributes (Cable & Turban, 2003; Chapman, et al., 2005; Gomes & Neves, 2011; Lievens, et al., 2001).

Other researchers have focused on marketing principles to explore organisational attractiveness and applicant intention; referring to branding theory and more specifically employer branding.

Maxwell and Knox (2009) identified specific categories of attributes that made an organisation's employer brand more or less attractive to prospective employers, namely employment, organisational success and product or service characteristics. Where Employment referred to employee rewards, style of management, manager-workforce relations, type of work, work environment and attributes of the work force. Organisational success refers to the perception of past successes, the current standing of the organisation and expected future success; and the final category refers to the attributes of the products and services (Maxwell & Knox, 2009).

The aforementioned categories included in employer branding together with job characteristics and organisational attributes reflect the different attributes that can be included in an organisation 's employee value proposition and use to identify which attributes applicants find relatively important, and can influence applicant attraction and intention.

### **2.2.1. Employee Value Proposition (EVP) and Organisational Attractiveness**

Employee Value Proposition is the perceived added professional and personal value that job seekers and employees gain through their employment with the organisation and includes the different reward features, benefits and employee advantages offered to employees (Edwards, 2009; Perreira, 2007). By effectively communicating the organisations EVP, organisations can increase the quantity and quality of its applicant pool as EVPs have a dual functionality (both attraction and commitment).

Research on EVPs in recent years have confirmed that EVP frameworks have allowed organisations increased recruitment opportunities, greater organisational commitment with new employees, and saving in recruitment and training costs, while increasing overall employee engagement (Corporate Leadership Council, 2006; Harris, Craig & Light, 2011).

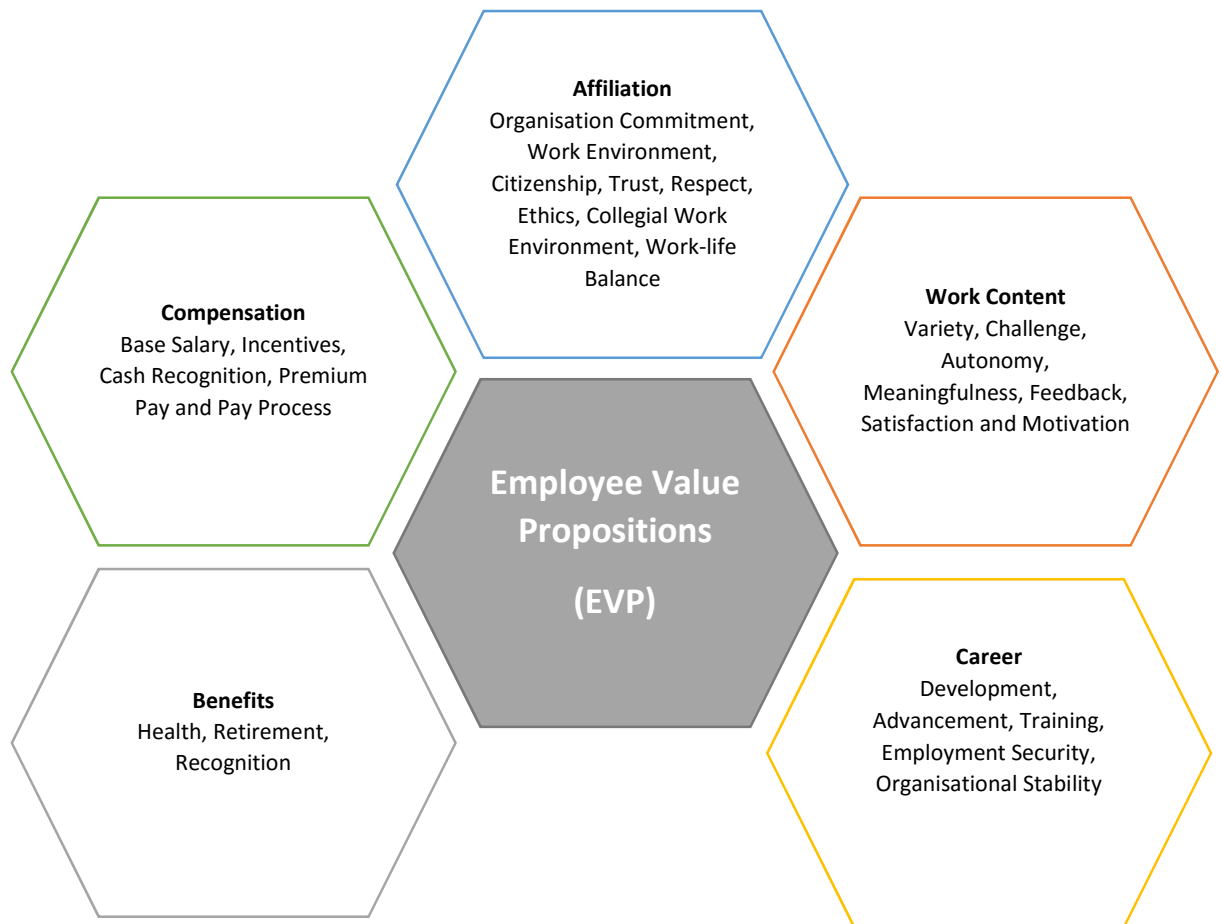
### 2.2.2. EVP Framework

The Corporate Leadership Council (2006) identified seven attributes and an additional five attributes that relate to employer branding. These are categorised as job characteristics and organisational attributes that attract applicants and influence applicant commitment. The seven attributes that are important for driving attraction and commitment across all major talent segments include: compensation, organisational stability, development opportunities, future career opportunities, respect, management quality and collegial work environment. Additionally, five attributes can be included when attracting talent from developing countries, including: location, work-life balance, meritocracy, and ethics and people management. Although these attributes have indicated to be the most important, this is not an effective working model for attraction research. These attributes have been integrated to form a core EVP of five elements that is easily assessable but still employee-centred (Brown, 2012; Sibson, N.D).

The integrated EVP is presented in Figure 2.1 and includes:

- 1) *Compensation* refers to the monetary rewards in exchange for work and performance;
- 2) *Benefits* indirect compensation such as health cover, retirement contribution and leave;
- 3) *Career* includes opportunities for development and advancement;
- 4) *Work content* refers to the satisfaction employees derive from their work (includes among others challenge, variety, autonomy, responsibility and impact); and
- 5) *Affiliation* refers to employees' association with the organisation, work-environment and colleagues; it reflects on the applicants feeling of belongingness.





*Figure 2.1. Employee Value Proposition Attributes adapted from Sibson consulting (N.D) and Corporate Leadership Council (2006)*

### **2.2.2.1. Compensation**

Compensation refers to the financial gain employees receive for the services rendered and can include base salary, variable pay, stock within the organisation and financial recognition programmes. Studies on psychological contracts, has indicated that workers from various industries and educational backgrounds rated compensation as the most important category, (Medcof & Rumble, 2007). Similar results have been found by Snelgar, Renard and Venter (2013) who indicated that base pay was listed as the most important reward category by South African graduates'; as well as listed as the second most important reason why applicants join the organisation in a global survey (Global Strategic Rewards, 2007).

Honeycutt and Rosen (1997) found no significant relation between salaries and attraction. Kaplan (2005) notes that compensation must at least be presented at the baseline level to attract

and retain applicant, but that labour cost is most often trade off when various other components are regarded as favourable. Similarly, applicants have been found to accept lower salary offers if the organisation's reputation is positive and has a familiar or preferred corporate brand or attractive EVP structure (Cable & Turban, 2003; Corporate Leadership Council, 2006). Nevertheless, compensation is still considered by many employees as a measurable value of their importance to the organisation; and competitive financial packages was rated as the most important employee value propositions in a recent study of South African employees (Kaplan, 2005; Perreira, 2007). Compensation within the relevant salary range is still used by managers more than half the time to attract critical skilled and high -potential applicants to the organisation (Towers Watson, 2013). Other financial attributes that has been used to attract applicants include sign-on bonuses, merit increases on base pay and spot rewards (Towers Watson, 2013).

Moreover, Terjesen, Vinnicombe and Freeman (2007) noted that male applicants place a higher value on high starting salary than female applicants. While female applicants prefer higher levels of base pay, in other words more so than male applicants (Snelgar, et al., 2013). This outcome is not surprising as has been reported from a survey recently conducted on young South African professionals that revealed that female students expected to earn less than their male counterparts and that from the working professionals, the female respondents indicated that they earned 33% less on average than the male respondents (South Africa Ideal Employers 2014, 2014). There is also a difference in relative importance of compensation and age groups. Base pay has been indicated to be less important for younger (18-29 year old) applicants, (Snelgar, et al., 2013).

These results seemingly indicate that although compensation is not consistently an indication of applicant intention, it can still influence organisational attractiveness and a key part of talent

management practices, is to decide at which level to propose compensation, i.e. at market value, below market value or above a market value (Lewis & Heckman; 2011).

#### **2.2.2.2. *Benefits***

Benefits pertain to any indirect compensation an applicant may receive in addition to their compensation. The most common benefits included and related to organisational attractiveness are those that mitigate risk, including health and welfare, retirement, leave and speciality programmes (Kaplan, 2005). The majority of organisations incorporate benefits as part of their compensation packages. Cable and Judge (1994) notes that applicants perceived organisations more favourable if their compensation included some form added benefits, specifically flexible benefits. Moreover, benefits including medical plans has been found to moderate to high impact on applicant attraction (WorldatWork, 2007). Other benefits that organisations had to offer and that has been related to applicant attractions, include employee wellness programs, i.e. retirement, paid leave, maternity and paternity leave, etc. (Medcof & Rumble, 2007).

#### **2.2.2.3. *Career***

Career attributes include the long term opportunities of development and advancement of the employees' careers. Furthermore, it includes aspects that support and assists applicants in their career development and advancement namely overall performance management, coaching, mentoring, training and learning experiences (Corporate Leadership Council, 2006; Brown, 2012; Medcof & Rumble, 2007).

South African employees have indicated performance and career management as being rated of the most important rewards for their motivation and attraction (Snelgar, et al., 2013). Additionally, Perreira (2007) identified career opportunities and advancement as the most important aspect of EVP, key to organisational attractiveness and commitment with current employees. Towers Watson (2013) added that career development and advancement

opportunities are the third most frequent reason employees join organisations. Where skills development and timely performance feedback are considered most valued rewards by 34-54 year olds; while learning and development opportunities are most valued by 18-28 year olds (Reynolds, 2005). Similarly, Terjesen, Vinnicombe and Freeman (2007) found that some of the most important organisational attributes for Generation Y applicants' attraction, include investment in training and development and clear opportunities for long-term career progression.

Other aspects of the Career attribute are the possible career paths applicants can follow within an organisation. Traditionally organisations are designed to support upward mobility, i.e. linear careers, however individuals have indicated that they are more attracted to organisations with flexible career paths and policies (Honeycutt & Rosen, 1996; Lawler, 2011).

#### ***2.2.2.4. Work Content***

Work content attributes refer to job characteristics and type of work that will be required of applicants. Moreover, it includes characteristics that focus on the satisfaction and motivation applicants derive from their job, including the perceived challenge, variety and meaningfulness of their job (Brown, 2012; Corporate Leadership Council, 2006). Job characteristics are significantly related to job pursuit intention (Chapman, et al., 2005). Moreover, job characteristics and person-job fit has been positively correlated with applicant attraction and intention to apply to a job vacancy (Carless, 2005; Gomes & Neves, 2011). Nature of work was listed by employees as the most important reason they initially joined the organisation (Global Strategic Rewards, 2007). While variety and challenge in their daily work has been listed as some of the most important attributes in attracting younger Generation Y, applicants (Terjesen, Vinnicombe & Freeman, 2007).

#### ***2.2.2.5. Affiliation***

Attributes related to affiliation includes organisation attributes such as organisational commitment, work-life balance, organisational culture, individual citizenship, work environment and co-worker relationship (Brown, 2012; Corporate Leadership Council, 2006; Medcof & Rumble, 2007). Affiliation also includes an applicant's perceptions of the organisation's reputation, success and person-organisation fit. Person-organisation fit refers to an individual's perception of the organisation's work environment, and the similarity between their perception of the organisational values and their own values (Cable & Judge, 1996; Schneider, 1987). Additionally, person-organisation fit is positively related to applicant attraction and intention to apply and accept job offers (Carless, 2005; Roberson, Collins & Oreg, 2005; Chapman et al., 2005).

Moreover, affiliation reflects on the tangible and intangible offerings that promote positive experiences at work and are strongly related to influence applicant attraction, include flexible work arrangements, opportunities to socialise with colleagues and work-life balance (Gome & Neves, 2011; Kaplan, 2005; Perreira, 2007). Work-life balance HR practices and policies are indicated as most attractive to younger applicants (Carless & Wintle, 2007), while work-life balance practices and quality work environment was rated the least most important factors of attraction and motivation by South African employees (Snelgar, et al., 2013). Although, respondents did indicate that affiliation related attributes were the most satisfying rewards element of their total rewards package and that younger employees value work-home integration the most (Snelgar, et al., 2013). This is also found to be individuals in middle career stages most valued rewards. Doverspike, Taylor, Shultz and McKay (2000) and Reynolds (2005) indicated that Generation X's employees prefer a job where they can enjoy work-life balance and positive work environment. Terjesen, Vinnicombe and Freeman (2007) reflects on organisations that care about their employees as individuals and applies dynamic forward-

looking approaches to their business that will be more attractive to younger, Generation Y, applicants.

Although understanding and identifying the factors that explicate applicants' organisational attractiveness is important to also reflect on what processes applicants refer to when deciding on job choice, especially as the individual decision making process can also influence on an applicant's Job Choice.

## **2.2. Decision Models and Applicant Job Choice**

Applicant intention is determined and influenced by various factors that in turn can influence the process individual applicants follow when making a decision. There are several decision making models that have been developed to explicate the process, but for the purpose of this research a most commonly cited general model that was found in the literature will be discussed.

### **2.3.1. Soelberg's general decision-processing model**

Soelberg's general decision-processing model was developed to explain how decisions are made during uncertain, complex or ill-structured decision making situations, as is most often found during job search and choice (Power & Aldag, 1985; Van Eerde & Thierry, 1996). Soelberg's job search and job choice model consists of a sequence of four phases, of which the third phase is most relevant to the study as phase three focuses on the individual's job search and developing the intention to apply (Soelberg 1967 as cited in Power & Aldag, 1985 and Van Eerde & Thierry, 1996). The other phases included in the model identify the ideal occupation (phase 1), planning job search (phase 2) and decision confirmation and commitment (phase 4) (Soelberg 1967 as cited in Power Aldag, 1985 and Van Eerde & Thierry, 1996). Phase 3 of this model is outlined in Figure 2.2.

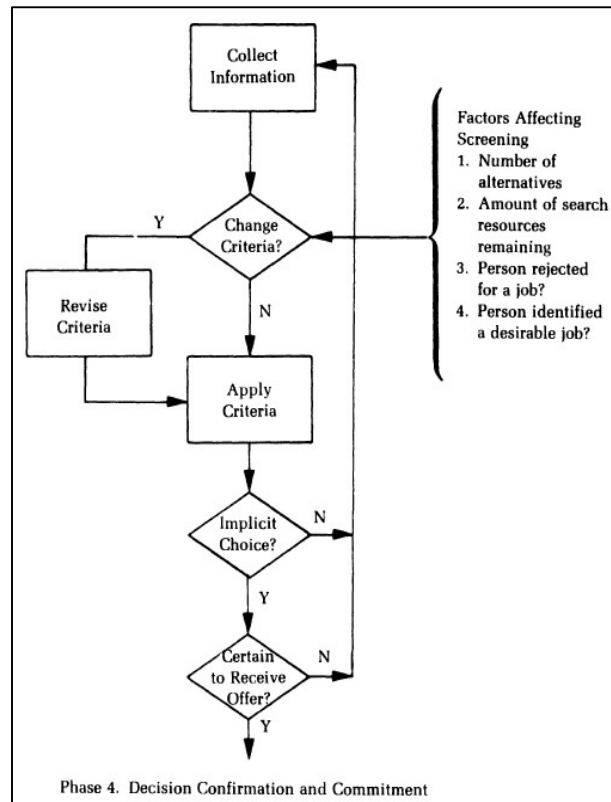


Figure 2.2. Phase 3: Job search and choice (Soelberg 1967 as cited in Power & Aldag, 1985 and Van Eerde & Thierry, 1996)

An individual's job search procedure typically follows an iterative process of gathering information about the job and creating alternatives, which ends once the individual no longer wants to compare alternatives, thus developing their intention to apply to a specific job vacancy or accept a specific job offer. The job search process is subjected to ever increasing criteria each time an alternative is formed and compared to each other until one alternative is accepted to be the implicit choice (Soelberg 1967 as cited in Power & Aldag, 1985 and Van Eerde & Thierry, 1996).

This model for job search and choice, presented above, highlights the comparison of alternatives and moreover, the number of alternatives and the applicant's preference influences the development of the intention to apply (Power & Aldag, 1985). The post-modern definition of job search, as a motivated and self-directed processes to acquire labour market information

in order to generate employment options and evaluate alternatives to ultimately develop intentions toward a particular organisation, was informed by this model (Boswell, et al., 2011); and suggests that individual's job choice is not made independent from other job choices as previous studies, by implication, have assumed (Schwab, Rynes & Aldag, 1982 as cited in Power & Aldag, 1985).

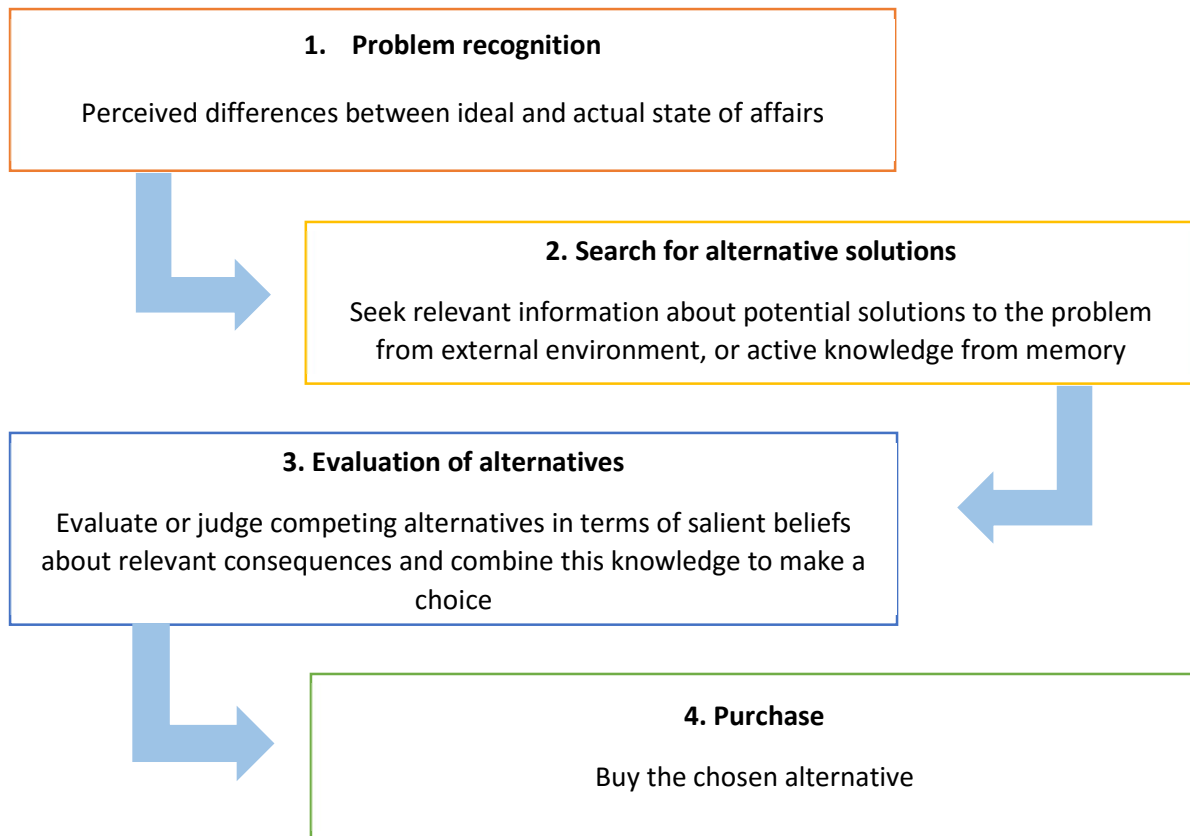
However, although it has been commonly cited in other research and holds important practical implications within the field, very few empirical studies have been conducted on this model for job search and choice (Power & Aldag, 1985; Van Eerde & Thiery, 1996). Therefore, an additional model regarding individual decision-making processes will be discussed.

Increasingly researchers have included marketing principles in recruitment research to further understand the influence of organisational attraction and applicant intention on applicant decision (Backhaus & Tikoo, 2004; Cable & Turban, 2003; Chapman, et al., 2005; Collins & Han, 2004; Edwards, 2009; Lee, et al. 2013; Lievens, et al., 2001). Moreover, the amount of marketing and advertisements involved in the recruitment process for recruiting applicants to the organisation is similar to organisations advertising their products and services to consumers, making the inclusion of consumer buying-decision process models reasonable (Breaugh, 2008; Breaugh & Starke, 2000).

### **2.3.2. Consumer Buying Decision Process and Applicant Attraction and Intention**

The consumer buying decision processes reflect the five steps consumers undergo when deciding to purchase a product (i.e. explain intention to purchase). The five steps and decision-making process are presented in Figure 2.3.





*Figure 2.3 A generic model of consumer buying -decision process adapted from Kollat and Blackwell (1968)*

The consumer buying process begins similarly to an applicant's job search, with the recognition for a need for employment or the product. This is then followed by gathering relevant information regarding products and brands or, focusing on job search in mind, job vacancies and organisations; to ultimately form alternatives. These alternatives are then compared and the most preferred choice selected and purchased by consumers or an employment opportunity pursued by applicants (Kollat & Blackwell, 1968).

#### ***2.3.2.1 Influencing factors on consumer buying-decision process***

The consumer buying process, like applicant attraction, is influenced by several factors that includes amongst others the organisation's brand (Macdonald & Sharp, 2000; Wood, 2000). The brand of an organisation includes those features that distinguishes an organisation's

product or service and hopefully makes it more attractive than its competitors (Bennett, 1988; Wood, 2000).

A corporate brand further includes the expectations of the delivery of company products, services and overall experience and so symbolises a promise between the organisation and its stakeholders (Argenti & Druckemiller, 2004; Fetscherin & Usunier, 2012). This mixture of tangible and intangible attributes creates value for the organisation and its influence in the market by increasing the attraction to the organisation's products and services, the probability of repeated purchase, and aids the release of new products and services into the market (Keller, 1993; Swystun, 2007). Moreover, products from more familiar or preferred brands have a significant influence on consumer's product choice when comparing alternatives, even those products with a similar marketing mix (Keller, 1993; Macdonald & Sharp, 2000; Wood, 2000). The organisation's brand and products have also been found to attract applicants to that organisation, as well as increase their susceptibility to recruitment information from that organisation (Cable & Turban, 2003; Collins, 2007). Corporate brand has been indicated to be a consistent predictor of the quantity and quality of an organisation's applicant pool, applicant intentions, applicant attitude toward organisations and perceived attribute of job opportunity (Collins & Han, 2004; Collins & Stevens, 2002; Gatewood, Gowan & Lautenschlager, 1993).

Other factors that would influence consumers buying decision is the product and price (Wood, 2000). These factors can be related to the job's characteristics and potential compensation when referring to applicant attraction and intention, as job related characteristics, as previously discussed in this chapter, is correlated to organisational attractiveness and applicant intention; and compensation forms part of an organisation 's organisational related characteristics that could influence attraction (Cable & Turban, 2003).

## **2.4. Summary**

In this chapter the factors that have been proven in prior research to influence an applicant's attraction and intention to an organisation, were identified. However, research on these factors have not considered the influence of the individual decision making process on an applicant's attraction and intention and so the variables were measured independently. This leads to the question, when applicants are comparing alternatives which of the attraction factors, Employee Value Propositions (EVPs), is deemed most attractive when compared to the others? Moreover, what would be the ideal combination of EVPs that is most attractive for applicants?

Also, considering the impact of familiarity with the organisation's product, reputation and brand, how would an applicant's evaluation of alternatives differ in terms of the attraction factors level of importance in relation to the corporate brand? And of the two variables, attraction factors, i.e. EVPs, and Corporate Brand, which would be considered more important?

## **Chapter 3**

### **Research Method**

In the previous chapters two questions were identified in relation to the aim of the present study, in other words in terms of perceived attractiveness 1) which factors of an EVP are most attractive to applicants; and 2) what would be ideal combination of factors of an EVPs be in relation to an organisation's corporate brand. Essentially, the study focused on investigating which would be consider more important to new entry and passive job seekers when choosing to pursue job opportunities; corporate brand or EVPs? In this chapter the research design and method to answer these questions is discussed; the demographical configuration of the sample is illustrated and the data collection and analysis outlined.

#### **3.1. Research design**

To answer the research questions posed above with some certainty and credibility, a descriptive research design with a quantitative research approach was followed. A descriptive design allows the researcher to explore the naturally occurring characteristics or phenomena of a broad sample of the population being studied, without disturbing the research context (Stangor, 2007). Descriptive research designs provide a relatively complete understanding of the current situation through accurately observing and describing the situation without inferring casual explanations or manipulating the research context when collecting data (Babble & Mouton, 2001; Stangor, 2007; Struwig, Struwig & Stead, 2001). A quantitative research approach complements this choice of research design as this approach provides some objectivity to the research process. A quantitative research approach allows an objectively measurable evaluation of respondents' attitudes and opinions; as this is collected through questionnaires and analysed by strict statistical criteria (Hair, Babin, Money & Samouel, 2003).

In the current study this research design and approach was used to determine which factors of an EVP new entry and passive job seekers deem most important and what combination of EVPs in relation to the organisation's corporate brand job seekers find most attractive when pursuing a career opportunity. Moreover, it allowed the research to explore which of these two variables job seekers deem more important when comparing different offers. It is important to note, however, that the focus of the current study was only to clarify the preferences of the respondents between EVPs and corporate brand, not to describe the antecedents that forms the ideal combination of EVPs to attract or entice job seekers to apply to career opportunities, as a descriptive research design cannot be used to imply a causal relationship (Babbie & Mouton, 2001).

### **3.2. Research method**

A choice-based conjoint analysis, also referred to as choice-based modelling method was used to determine the most preferred combination between the EVPs in relation to organisations' corporate brand. Additionally, depended on how respondents ranked the different variables, the preference between corporate brand and EVPs were also determined.

Choice-based conjoint analysis is a quantitative method most often used in marketing research to determine a consumer's preference regarding product or services (Green, et al., 2001; Smith & Albaum, 2005). This method assesses the psychological trade-off's consumers make when deciding between options that simultaneously differ across two or more attributes, therefore more closely replicating complex decision making. Not unlike consumers, job seekers are faced with a similar decisions making process when deciding to pursue different job opportunities or offers (Green, et al., 2001; Smith & Albaum, 2005). In the current study job seekers were asked to make complex decisions not based on a single factor, but rather the joint attributes (factors

of an EVP) between alternative job offers for different organisations (i.e. their preference between organisations' corporate brands).

In choice-based conjoint analysis several terms are relevant, including: attributes, levels, stimulus, utility and part-worth. Where *attributes* refer to general features/characteristics of products/services that differ on several *levels*, in the current study these referred to the different EVPs offered by the different organisations. A conjoint analysis imitates consumers' view that a product or service is a combination of these attributes and levels (i.e. *stimulus*). The individual's subjective preference on the holistic value of the concept (i.e. *utility*) is determined by the value attached to the set of levels for each attribute (i.e. *part- worth*) (Hair, Black, Babin, Anderson & Tatham, 2006; Smith & Albaum, 2005). Thus, conjoint analysis identifies the relative value of each of the attributes to identify the most desirable combination (Green, et al., 2001). A conjoint analysis provides a more realistic approach to determining respondent preferences as respondents are asked to evaluate potential profiles, i.e. *conjoint tasks*, against another rather than identifying the aspects' importance level independently, see Figure 3.1 below (Orme, 2009).

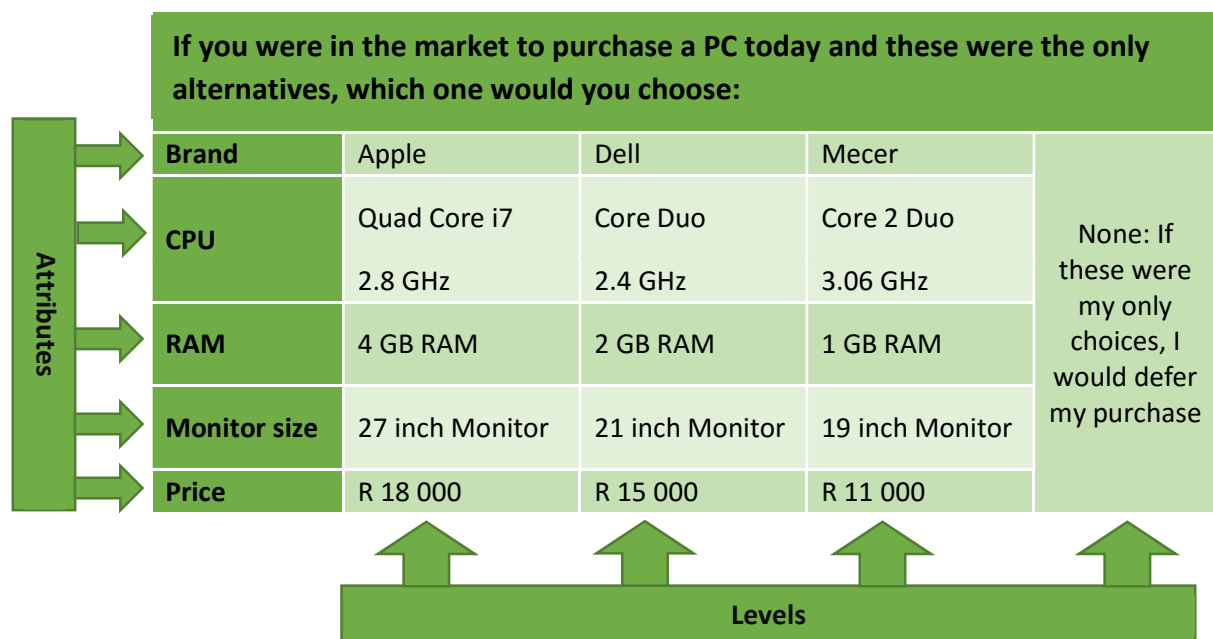


Figure 3.1. Example of a Choice based conjoint task

(Adapted from <http://www.sawtoothsoftware.com>)

To design a conjoint task, the following steps was followed: 1) identifying attributes and levels; 2) designing a conjoint task; 3) selecting the model form; 4) data collection; and 5) estimating the conjoint model. This process will be discussed in greater detail later in this chapter.

### **3.3.Population and sample**

The target population for this study was all new entrant job seekers and passive job seekers, job seekers searching for employment after a period of education and currently employed job seekers. This included currently full time registered students (future job seekers), recently graduated first time employed students and actively job seeking employed graduates (Boswell, et al., 2011).

#### **3.3.1. Sampling method**

A non-probability sampling method, specifically convenient sampling, was used to sample students and graduates from different higher education institutions. Although this sampling method is inexpensive and easy to utilise, the researcher is dependent on the availability and willingness of respondents to participate in the research; and the results cannot be considered to be representative of the general population as the probability of being included in the sample cannot be determined (Gravetter & Forzano, 2009; Stangor, 2007).

#### **3.3.2. Sample composition**

A total of 954 completed questionnaires was obtained and included in the data analyses. The demographic composition of the realised sample is provided below (see Table 3.1 to Table 3.10).

Table 3.1 and Table 3.2 presents the employment and seeking employment status respondents in the sample. From the tables below its clear the sample includes sufficient representation of job seekers as almost half of the respondents are currently seeking employment (Table 3.2 and

Table 3.3), additionally the sample is similar to Talent Trends 2014's (2014) findings as 60% of job seekers included in the report was also employed. It is important to note the great percentage of unemployed respondents in relation to the percentage of unemployed job seekers, this is could be explained by the number of undergraduate respondents included in the sample and which is discussed later in this chapter.

Table 3. 1 *Seeking Employment Status of sample (n= 954)*

Seeking Employment Status	Frequency	Percentage
Yes	399	41.8 %
No	555	58.2 %

Table 3. 2 *Employment Status of sample (n= 954)*

Employment Status	Frequency	Percentage
Currently Employed	192	20,1 %
Unemployed	762	79,9 %

Table 3.3 *Employed Job Seekers included in the sample (n=192)*

Seeking Employment	Frequency	Percentage
Yes	110	57 %
No	82	43 %

Table 3.4 indicates that the sample includes 62% unemployed job seekers who are not currently seeking employment this could be explain by the number of first and second year students included in the sample.

Table 3.4 *Unemployed Job Seekers included in the sample (n=762)*

Seeking Employment Status	Frequency	Percentage
Yes	289	38 %
No	473	62 %



Boswell et al (2011) reflects that new entry job seekers are define by their status as seeking employment after a period of education and although most new entry job seekers are seeking employment for the first time, it does not exclude job seekers that had been employed previously. Table 3.4 reflects 84% of unemployed job seekers are first time job seekers. Table 3.5 summarises the distribution between new entry and passive job seekers included in the job seeking sample.

Table 3.4 *Unemployed Job seekers that was previously employed included in the sample (n=289)*

Previously Employed	Frequency	Percentage
Yes	45	16 %
No	244	84 %

Table 3.5 *Total New Entry and Passive job seekers included in the sample (n=399)*

Job Seekers	Frequency	Percentage
Passive Job Seekers	110	27.6 %
New Entry Job Seekers	289	72.4 %

Another consideration that needed to be assessed in the sample is the level of respondent's organisation brand loyalty, as respondents with higher levels of employer brand loyalty would react more favourably to offers from preferred brands whereas respondents with lower brand awareness would indicate other aspects as more important in their job search (Boswell, et al., 2012). Respondents were requested to indicate their level of brand loyalty during job search activities by referring to the level of focus of their job search efforts. Respondents had to indicate the level of importance an organisations' brands have in their job search effort on a Likert scale 1-5, 1 indicating no level of importance (as the respondent is not currently engaging in any level of job search activity) and 5 a high level of importance (as the respondent's job search efforts focus on specific career paths and organisations). Table 3.6 reflects that this sample has a higher portion of low brand importance than high brand importance, 83 % indicating levels 1 to 3.

Table 3.6 *Level of brand importance of sample (n = 399)*

Levels of brand importance	Frequency	Percentage
1 = no level of importance	101	25%
2	100	25%
3	131	33%
4	48	12%
5 = a high level of importance	19	5%

Turban and Cable (2003) reflected on the influence job seekers' level of job attainability had on the quality and quantity of an organisation's job applicant pool. They found that applicants who reviewed jobs to be attainable, i.e. expected to be successful, were more likely to apply. As this is an aspect that could influence job seekers intention to apply, Table 3.7 reflects the level of ease the sample perceived to be successful in their job search, where 1 refer to low expectations and 5 to high level of expectation. The current sample's majority has low levels of job search success.

Table 3.7 *Level of expectation of job search success (n = 954)*

Racial classification	Frequency	Percentage
1 = low expectations	224	23,5
2	117	12,3
3	298	31,2
4	147	15,4
5 = high level of expectation	168	17,6

The majority of respondents were female with almost twice as many female respondents than male respondents participating in the present study (refer to Table 3.8). Although this is not typical of the gender demographics of South Africa the sample did include a demonstrative number of members from the designated group and is arguably reflective of higher education participation rates in South Africa (Higher Education Participation 2011, 2013).

Table 3.8 *Gender distribution of sample (n= 950)*

Gender	Frequency	Percentage
Male	350	36,7 %
Female	600	62,9 %

The racial distribution of the sample was predominantly from designated groups with African race group representing almost 50% of the sample. This is reflective of the general South African workforce and, with the exception of the percentage of white respondents, to an extend the population (Higher Education Participation 2011, 2013).

Table 3.9 *Racial distribution of sample (n= 954)*

Racial classification	Frequency	Percentage
African	475	49,8 %
Coloured	80	8,4 %
Indian/Asian	42	4,4 %
White	293	30,7 %
Other	22	2,3 %
Prefer not to disclose	42	4,4 %

As the questionnaire was distributed on social media it is important to reflect on how the international respondents that participated in the study, this includes not just international citizens currently residing in South Africa but also respondents currently residing in countries where they are not citizens nor hold permanent residency, this includes South Africans in other countries, these are included in Table 3.10 and Table 3.11.

Table 3.10 *Citizenship distribution of sample (n= 954)*

Citizenship	Frequency	Percentage
International	172	18%
South African	782	82%

Table 3.11 *Citizenship classification distribution of sample (n= 952)*

Citizen classification	Frequency	Percentage
Foreigners	165	17%
Citizens	787	82%

Table 3.12 shows that majority of the sample (90%) were aged 25 and younger. Indicating that the sample mainly comprise of Generation Y respondents or respondents in the early stages of their career.

Table 3.12 *Age distribution of sample (n= 941)*

Age groups	Frequency	Percentage
17-25	861	90,3 %
26-30	47	4,9 %
31-35	17	1,8 %
36-40	8	0,8 %
41-45	7	0,7 %
46-50	0	0
51-55	1	0,1 %

New entry job seekers were defined by pursuing employment after a period of education and as presented in Table 3.12, more than half of the sample's highest level of education is High School Matric or equivalent and which could be explained, when compared with Table 3.13 indicating that a larger portion of the overall sample is still in the process of obtaining a tertiary qualification, and the sample is more or less evenly distributed across the different years of study. Moreover, Table 3.14 indicates that slightly more than half of the sample is in their final and penultimate years (53%).

Table 3.13 *Highest Level of Education obtained distribution of sample (n= 943)*

Education level	Frequency	Percentage
High School Matric or equivalent	592	62,1 %
Bachelor's Degree/ /National Diploma	204	21,4 %
Postgraduate Diploma/Hons Degree	103	10,8 %
Master's Degree	40	4,2 %
Doctoral Degree	4	0,4 %

Table 3.14 *Year of study distribution of sample (n= 918)*

Year of study	Frequency	Percentage
First year	218	22,9 %
Second year	196	20,5 %
Third year	191	20,0 %
Final year	313	32,8 %

Table 3.15 reflects the major fields of study according to the Council of Higher Education's (CHE) Classification of Educational Subject Matter (CEMS) categories (CEMS, 2008). The majority of the respondents majored in Business, Economics and Management Studies (32%) followed by Education (8%) and Social Sciences (8%), which is representative of the enrolments rates into post-school education and training institutions (Higher Education Participation 2011, 2013; Statistics on Post-School Education and Training in South Africa: 2011, 2013).

Table 3.15 *Field of study distribution of sample (n= 951)*

CHE CESM categories	Frequency	Percentage
Agriculture, Agricultural Operations and Related Sciences	10	1,0 %
Architecture and the Built Environment	29	3,0 %
Visual and Performing Arts	40	4,2 %
Business, Economics and Management Studies	304	31,9 %
Communication, Journalism and Related Studies	26	2,7 %
Computer and Information Sciences	30	3,1 %

Education	78	8,2 %
Engineering	24	2,5 %
Health Professions and Related Clinical Sciences	49	5,1 %
Languages, Linguistics and Literature	20	2,1 %
Law	52	5,5 %
Life Sciences	72	7,5 %
Physical Sciences	40	4,2 %
Mathematics and Statistics	15	1,6 %
Philosophy, Religion and Theology	1	0,1 %
Psychology	73	7,7 %
Public Management and Services	10	1,0 %
Social Sciences	78	8,2 %

### ***3.3.2.1. Combined and recategorised demographic groups***

To aid in the analysis of the data by creating a more balanced sample the following demographical groups were re-categorised: Brand level of importance was combined into two categories; levels 1-3 was combined to form low brand loyalty and 4-5 was combined to form high brand loyalty. Job search success expectancy levels were combined, 1-3 were combined to indicate low level of success expectancy and 4-5 to indicate high level of success expectancy. Age groups were combined to form the different groups of Career Stages: Early Career Stage ( $\leq 30$  years old) and Mid-Career Stage ( $\leq 31$  years old) (Levinson, 1986; Rabinowitz & Hall, 1981; Slocum & Cron, 1985; Super, 1980). The Asian and Coloured race groups were combined to form Asian/Coloured group. The Highest Level of Education obtained was revised to reflect High School Matric or equivalent as Matric, Bachelor's Degree/National Diploma as Undergraduates and Postgraduate Diploma/Hons Degree, Master's Degree and Doctoral Degree as Postgraduates. The Major Field of Study re-categorised into seven major areas of recruitment with Architecture and the Built Environment, Computer and Information Sciences and Engineering was combined into Engineering/Technology/Construction. Visual and

Performing Arts, Communication, Journalism and Related Studies, Languages, Linguistics and Literature, Philosophy, Religion and Theology, Psychology, Public Management and Services and Social Sciences collapsed into Humanities. While Agriculture, Agricultural Operations and Related Sciences, Family Ecology and Consumer Sciences, Life Sciences, Physical Sciences and Mathematics and Statistics was pooled into Science. The revised breakdown of the demographical groups included in the sample is displayed in Tables 3.16-3.22.

Table 3.16 *Re-categorization of level of brand importance of the sample into Brand Loyalty (n= 954)*

Level of brand loyalty	Frequency	Percentage
High brand loyalty	639	67 %
Low brand loyalty	315	33 %

Table 3.17 *Re-categorization of level of job search success expectancy of sample (n= 954)*

Level of job search success	Frequency	Percentage
Low success expectancy	332	34,8 %
High success expectancy	67	7 %

Table 3.18 *Re-categorization of Age distribution of sample into Career Stages according to age (n= 954)*

Age classification	Frequency	Percentage
Early Career Stage	921	96,5 %
Mid-Career Stage	33	3,5 %

Table 3.19 *Re-categorization of Racial distribution (n= 954)*

Racial classification	Frequency	Percentage
African	475	49,8 %
Asian/Coloured	122	12,8 %
White	293	30,7 %
Other	64	6,7 %

Table 3.20 *Re-categorization of Education level distribution of sample into Matric, Undergraduate and Postgraduate (n= 954)*

Education level	Frequency	Percentage
Matric	592	62,1 %
Undergraduate	204	21,4 %
Postgraduate	147	15,4 %
Not Applicable	11	1,2 %

Table 3.21 *Re-categorization of Major Field of Study distribution of sample (n= 951)*

Major Field of Study	Frequency	Percentage
Commerce/Business/Management	304	31,9 %
Education	78	8,2 %
Engineering/Technology/Construction	83	8,7 %
Health Science	49	5,1 %
Humanities	248	26,0 %
Law	52	5,5 %
Science	137	14,4 %

In order to have a greater overview of the combine demographic attributes of respondents included in the sample the Racial Distribution of Male and Female respondents were explored and is illustrated in Table 3.22. This joint demographic is relevant to the Employment Equity Act No. 55 of 1998. Table 3.22 indicates that a larger portion of the sample includes African Females, where there is an average difference of 21 % between African Females and the other demographic groups.

Table 3.22 *Frequency count of Employment Equity Demographics: Gender and Race Classification (n=909)*

		Race Classification				
		African	Coloured	Indian	White	Other
Gender	Male	186	16	17	107	5
	Female	288	63	25	185	17



### **3.4.Measuring instruments**

Two questionnaires, collated into one online questionnaire, were compiled and used to collect data with. The online questionnaire consisted of three sections/parts. The first questionnaire included two sub-scales with the first focusing on the attributes of factors of EVPs that new entry job seekers and passive job seekers typically consider to be important. The second questionnaire included the conjoint tasks and the third questionnaire, which was included in the second part of the online questionnaire, focused on gathering biographical information.

#### **3.4.1. Questionnaire 1: Valued attributes questionnaire**

Questionnaire 1 comprise of 20 items developed using the six total rewards included in the WorldatWork Total Rewards model (performance and recognition, work-life balance, learning, career advancement, remuneration and benefits). Respondents were requested to assess the importance of each of the items on a 5-point Likert-type scale with 1 “Not important at all” to 5 “Very important”. See Appendix A for a copy of the Valued Attributes Questionnaire. The purpose of this questionnaire was to allow respondents the opportunity to identify the attributes that they deem most important in considering applying to job postings or accepting a job offer from an organisation.

#### **3.4.2. Questionnaire 2: Conjoint Task**

The second questionnaire comprised of a computer generated conjoint task that was used to assess the relative importance of each of the EVP factors or attributes in relation with the organisation’s corporate brand. As mentioned earlier in this section, the process of designing and implementing a conjoint task involves the following six steps:

#### ***3.4.2.1. Step 1: Identifying attributes and levels***

To design a conjoint task, the set of attributes and corresponding levels must first be developed (Green, et al., 2001; Hair, et al., 2006). Attributes and levels can be determined through various sources. These include amongst others in-depth consumer interviews or internal corporate expertise (Green, et al., 2001). The attributes and the corresponding levels that was included in the current study's conjoint tasks were determined by reviewing the available literature. The overall attributes consisted of the five different factors included in a typical Employee Value Proposition's Framework, which also relates to the WorldatWork Total Rewards model, and the respondent's personal preference for corporate brand (Brown, 2012; Hay Group, 2002; Sibson consulting, N.D.). An example of the conjoint task presented in Appendix A; while the different attributes and level used to generate the conjoint tasks is presented in Appendix B.

To ensure individual brand preference, respondents were requested to list in order the top three companies that they would prefer to work for which was then use to represent the three levels of Corporate Brand. Bakken and Frazier (2006) noted that when using conjoint tasks to compare brands, minimal differences in price, or more relevant compensation, would be more indicative of brand loyalty. This is however deterred by environmental influences (industry, experience, etc.) on compensation. Therefore, compensation was presented as broadly as possible with the market range parameters as the differentiating variable between levels; while benefits was used as fiscal differentiate to measure brand preference focusing on the employer contribution percentage to medical care and retirement. The career attribute includes general variations in the levels of learning, development opportunities and career advancement.

Bearing in mind that work content attributes includes characteristics that reflect on the challenge, satisfaction and motivation applicants would derive form their work; work-content attribute description and levels were based on work engagement. Work engagement refers to

a positive and fulfilling state of mind which is characterised by high levels of energy and mental resilience, dedication and involvement in the work and a feeling of euphoria and being absorbed in the work; achieve a level of optimal work of satisfaction (Schaufeli, Salanova, Goncales-Romà, 2002). Optimal work satisfaction can be related to Csikszentmihalyi's theory of flow. Csikszentmihalyi (1991) reflects that an individual experience a feeling of energised focus when the work challenge meets applicant's skills, knowledge and interest; boredom when the work challenge falls below the applicant's skill level and anxiousness when the challenge exceed the applicant's skills and knowledge.

The final attribute Affiliation was based on the applicant's perception of fit with the organisation. Organisational attributes regarding organisational values, feeling of belongingness and collegial work environment (Brown, 2012; Corporate Leadership Council, 2006).

#### ***3.4.2.2. Step 2: Designing a conjoint task***

After attributes and levels were identified, the next step involved designing the conjoint tasks. From the various conjoint methods currently in practice, choice-based conjoint analysis was used in this study. In contrast to a traditional full profile analysis, choice based conjoint analysis allows respondents to react as they would in a realistic context, further supporting the descriptive research design. Choice-based conjoint analysis involves respondents choosing amongst a subset of factors which compare product profiles with each other, rather than rate or rank a complete set of full profile prop cards to determine respondent preference (Green, et al., 2001; Orme, 2009; Smith & Albaum, 2005). Additionally, it includes the interaction attributes have on respondent choice as respondents chose based on full set of attributes, as to adaptive conjoint analysis that measures part-worth utilities in an all-else-equal context through the

adaption of the respondent's choice on previous questions (Orme, 2009; Smith & Albaum, 2005).

#### ***3.4.2.3. Step 3: Selecting the model form***

The model form refers to the assumptions conjoint analysts make when considering how respondents come to a decision, this has a direct impact on the preference structure which is a key factor of this research method. The part-worth model is the most common used module; this model assumes that the values (utilities) of the attribute levels have an additive function when preference is considered; more simply put this model assumes that respondents derive a total value for a combinations of attributes by adding up the values of the individual attributes (Cattin & Wittink, 1982; Green, et al., 2001; Hair et al., 1987).

#### ***3.4.2.4. Step 4: Data collection***

Choice-based analysis requires respondents to select a full-profile stimulus from a choice set (the list of alternative stimuli). Software development aids this process by generating unique combinations of levels and attributes and presents these at random for the respondents to select. Additionally, choice base conjoint analysis respondents are also given the option to decline i.e. the option of not choosing any of options resented in the conjoint task (Hair et al, 1987; Orme, 2009).

#### ***3.4.2.5. Step 5: Estimating the conjoint model***

The data collected from stimulus evaluations was used to determine the estimated part-worth's for each level and ultimately the individual attributes' importance. Estimated part-worth's can be used to generate predicted preference values for each stimulus, it was thus important to find a model estimation method that included a set of coefficients and weights for each attribute level that regarded the respondent's choice more as a probability than a continuous or interval scaled variable but more importantly obtain the individual level part-worth estimates to be able

to segment the demographical group preferences more accurately (Bakken & Frazier, 2006; Hair et al, 1987; Orme, 2009). Therefore, Hierarchical Bayesian (HB) modelling was used as it also the researcher to obtain the individual level part-worth estimates.

HB modelling allows accurate estimation of individual part-worth with just a few rotations of conjoint tasks which minimises the occurrence of respondent fatigue (Howell, 2009). HB modelling estimates individual utilities based on the difference of the respondent's utility in relation to other respondents' utilities. Essentially, the individual utilities of each respondent is compared to the average utilities of the sample and adjusted to reflect the optimal mix of individual respondents and the sample averages (Bakken & Frazier, 2006; Howell, 2009). Initial part-worth's are estimated for each individual respondent which is the used to determine the sample average; as the sample average is updated with the individual estimates, the individual estimates are then also updated again. This process is repeated through a series of iterations until the sample stabilises and convergence is assumed, the estimates of individual part-worth's (or draws) are then saved. Individual part-worth estimates are computed by averaging the saved individual's draws (Howell, 2009; Orme, 2009).

By reflecting on the individual's utility against the aggregated utility of the sample, it is assumed that the individual's parameters are self-contained and receives more weight in the estimation of the part-worth's (Bakken & Frazier, 2006; Howell, 2009; Green, Krieker & Wind, 2001). It is important to add that Hierarchical Bayesian modelling has been proven to improve the predictive validity of individual-level models (Orme, 2009).

### **3.5.Data Collection Procedure**

Three questionnaires were developed and combine into a two-part online questionnaire. The first part of the questionnaire combined Questionnaire 1 and 2 by requesting respondents to rate the first 10 items on the Valued Attributes Questionnaire (Questionnaire 1) then complete

a series of conjoint tasks (Questionnaire 2); followed by rating the last 10 items and completing the first part of the online questionnaire with the final set of conjoint tasks. By breaking up the two main data collection questionnaires; respondent fatigue was minimised while still pursuing the purpose of including the Valued Attributes questionnaire i.e. asking respondents to first rate which attributes are separately imported before measuring the relative importance against the other attributes.

The second part of the questionnaire focused on collecting the demographical information of the respondents and included nine overarching items covering gender, race, age, education level, major field of study, employment status, job seeking status, past employment and effort and intensity of job search.

Ethics approval was granted for this study by the UCT commerce Faculty Ethics Committee and was also presented to the Head of Employer Relations at UCT Careers Services, Student Services at University of the Free State, Cape Town College of Fashion Design, Cape Peninsula University of Technology and Elizabeth Galloway Academy of Fashion Design to be distributed to final and penultimate year students and recent graduates. The questionnaire was distributed by embedding a hyperlink in an e-mail inviting students and alumni to participate in the research. The hyperlink was also simultaneously posted on several social media and professional discussion groups (i.e. Facebook, Twitter, LinkedIn and various LinkedIn blog groups).

The e-mails and social media posts briefly explained the purpose of the research, respondent's right to withdraw and informed consent, instructions on how to participate and the opportunity to learn of the research findings. Respondents interested in participating in the research were instructed to select the hyperlink that directed them to the webpage where the online questionnaire was hosted. Responses were automatically saved as respondents entered them, but

in order to register the completed questionnaire for data analysis respondents were required to select the submit button at the end of the questionnaire, which also served as the respondent's consent for the data included to be used in the study. If the submit button was not selected, the entered data was regarded as incomplete and automatically discarded. A random draw for one of five R500 retail vouchers was included to incentivise respondents to participate in the online questionnaire. Confidentiality was maintained by separating the entry into the lucky draw for the respondents' data.

The questionnaire was administered over a seven-week period and estimated completion time was between 10-18 minutes. The data collected from the questionnaires, i.e. the calculated conjoint task data and outputs, as well as the Valued Attributes questionnaire, was collated into an MS Excel file and imported into SPSS version 22 for further analyses.

### **3.6.Data analysis**

The data from Questionnaire 1 analysed with descriptive and inferential statistics. Descriptive statistics was used to analyse and present the demographical information from the sample, as presented previously in this chapter and to assess the central tendency, dispersion and variability of the results obtained. Analyses of Variance (ANOVA) was used to determine the difference between more than two groups who differ on one continuous variable for example race, level of education and major field of study; and the t-test for independent groups will be used to determine the difference between two groups, i.e. gender, career stage and job seekers.

As noted above data collected in Questionnaire 2 will be analysed using conjoint analysis and the values (utilities) derived from the Hierarchical Bayesian modelling, will be used to identify the perceived attractiveness of the attributes. The unit of analysis is on the individual responses.

### **3.7. Summary**

In this chapter the research design and methods that was employed to effectively gather and efficiently analysis the data was explicated. The descriptive research design with a quantitative research approach allowed for the use of a choice-based conjoint analysis, also referred to as choice-based modelling method, to determine which factors of an EVP new entry and passive job seekers deem most important and what combination of EVPs in relation to the organisation's corporate brand job seekers find most attractive when pursuing a career opportunity. Furthermore, the chapter also outlined the sampling procedure, method of sampling and expounded on the 954 respondents included in the sample.

The chapter culminated in a discussion of the data analysis techniques that were implemented in the study and of which the findings will be discussed in the following chapter.



## **Chapter 4**

### **Results**

This chapter will present the findings of the analysis of the data obtained from responses collected by the online questionnaire. The first part of the chapter focuses on Questionnaire 1, the Value Attributes Questionnaire. The validity and reliability of the questionnaire was assessed by means of Factor Analysis to determine the underlining factor structure of the items. The derived factor structure's reliability was assessed by calculating Cronbach Alpha coefficients.

Further inferential statistical analysis was conducted to investigate the differences between different demographic groups. To do this, Independent Sample t-tests were used to determine the differences between gender, career stages and job seekers. To determine the differences between the population groups, level of education and major field of study, one-way Analysis of Variance (ANOVA) was used. The second part of this chapter presents the results of the conjoint analysis which was used to determine the relative attribute importance as well as the ideal combination of Employer Value Propositions (EVPs) in relation to the organisation's Corporate Brand.

#### **4.1. Questionnaire 1: Valued Attributes Questionnaire**

The responses from the 20 items included in the Value Attributes Questionnaire was collated in an MS Excel file and imported into SPSS Version 22 for further statistical analysis.

##### **4.1.1. Validity analysis**

To evaluate the construct validity of Questionnaire 1 a Factor Analysis (FA) was used to determine the underlining factor structure or measurement model.

The suitability of the data for factor analysis was assessed by first screening any univariate variables. No out-of-range data was identified during the screening for outliers and no missing values were indicated. The suitability of the sample size is recommended to include at least 300 cases with a ratio of five to ten cases per item (Pallant, 2011; Tabachnick & Fidell, 2007; Yong & Pearce, 2013). The final sample size submitted for data analysis included 954 cases, providing a ratio of 47 cases per item indicating that this sample size is suitable for factor analysis. Other tests for suitability include Barlett's Test of Sphericity, which should be statistically significant ( $p < .05$ ), and Kaiser-Meyer-Olkin (KMO) of Sampling Adequacy which should have a value of .6 or above, and finally factorability of the correlation matrix with correlations of  $r = .3$  or greater (Pallant, 2011; Tabachnick & Fidell, 2007; Yong & Pearce, 2013).

#### **4.1.2. Factor Analysis**

Factor Analysis condenses data based on share variance to make patterns or relationships within the data clearer and more easily understood and may also be used to indicate the construct validity of the measure as common variables are assembled onto descriptive categories (Pallant, 2011; Tabachnick & Fidell, 2007; Yong & Pearce, 2013). Considering the size of the sample, Principal Components Analysis (PCA) was used as the first step to reduce the data and was then followed up with Principal Axis Factor (PAF). PCA is considered a data as technique and has been critiqued by researchers as PCA is considered to only produce components. Therefore, PCA was followed up by PAF which produces factors (Costello & Osborne, 2005; Tabachnick & Fidell, 2007; Yong & Pearce, 2013).

An oblique rotational method was selected, Direct Oblimin, to obtain an optimal simple structure where each items loads onto as few factors as possible (Costello & Osborne, 2005; Pallant, 2011; Yong & Pearce, 2013). Oblique rotations are recommended for social sciences

as behaviour or preferences and rarely uncorrelated (Costello & Osborne, 2005; Pallant, 2011; Tabachnick & Fidell, 2007).

The Scree-test and Eigenvalues were used to estimate the number of factors. The Scree-test entails interpreting the data points, i.e. eigenvalues and factors, on the scree plot. The number of data points that are above the point of inflexion, is the number of factors that should be retained (Costello & Osborne, 2005; Pallant, 2011; Tabachnick & Fidell, 2007). A more accurate method that will also be used is the Kaiser's criterion, retaining all factors with Eigenvalue  $> 1$  (Costello & Osborne, 2005; Pallant, 2011).

The inclusion criteria adopted for the FA were that items would be included where factor loadings  $> 0.3$  and also if factor loadings across factors  $> 0.25$  (if the difference in factor loadings  $< 0.25$  the item was considered to have cross loaded and excluded. The Factor Analysis was repeated in following rounds until all the items loaded 'neatly' onto the factors i.e. all items met the inclusion criteria.

#### **4.1.3. Factor Analysis**

The sample KMO of Sampling Adequacy was .857 and the Barlett's test of Sphericity was statistically significant ( $p = 0.00$ ). Therefore, it is appropriate to submit the data for Exploratory Factor Analysis.

The 20 items of the Valued Attributes Questionnaire were subjected to PCA using the Direct Oblimin rotation method. The PCA revealed the presence of five components with eigenvalues  $> 1$ , which explained cumulative 53,4% of the variance and 26.6%, 8,6%, 7,1%, 6,1% and 5,2% of the variance respectively. The scree test indicated a clear break after the fifth component.

Considering the inclusion criteria and further inspection of the correlation matrix, Item Q 14: "Having social friendships at work" was removed as it did not meet the criteria ( $\geq 0.3$  and across factor loadings  $< 0.25$ ). The remaining 19 items were subjected to PAF using the Direct

Oblimin rotation method and extracting a fix number of five factors. After the second round the following two items were removed: Q 10: “Having supportive and like-minded colleagues” and Q 2: “The extent to which your employer respects differences in race, gender and age.”

The third round of EFA was accepted as the final factor structure. This resulted in a simple structure with the remaining items neatly nestle under the five factors. The scree test revealed a break after the fifth component with the five components explaining 42.8 % of the cumulative variance. The remaining factors were labelled: Remuneration and Benefits, Work Content, Work-Life Balance, Organisational Climate and Career Development and Advancement. These factors closely relate to the five attributes included in the Employee Value Proposition.

Table 4.1. *Factor Loadings for Exploratory Factor Analysis with Direct Oblimin Rotation of Valued Attributes*

**Pattern Matrix**

		Valued Attributes				
		Remuneration and Benefits	Work Content	Work- Life Balance	Organisational Culture	Career Development and Advancement
Q19	Your employers provision of incentive bonuses variable pay	<b>.737</b>	-.024	-.065	-.105	.009
Q17	The provision of a competitive pay package	<b>.649</b>	-.030	.000	-.035	-.057
Q18	Your employers provision of medical aid retirement and pension benefits	<b>.592</b>	-.049	.071	-.137	-.069
Q1	Recognition provided to you by your employer e.g. Financial recognition such as a cash paid travel	<b>.398</b>	.106	.112	.187	-.012
Q7	The level of challenge and interest you derive from your job	-.041	<b>.722</b>	.082	.139	-.015
Q8	The extent to which you are provided with challenging targets	-.010	<b>.684</b>	-.092	-.109	.030
Q6	The extent to which you believe your contribution and work is valued	.037	<b>.362</b>	.134	-.044	-.172
Q5	The quality of performance feedback and performance discussions you have had with your supervisor	.006	<b>.339</b>	-.030	-.146	-.271
Q12	The extent to which your employer supports a balanced lifestyle	-.106	-.048	<b>.870</b>	-.004	-.026
Q13	Your employers provision of work life programmes such as flexible working arrangements	.087	.063	<b>.513</b>	-.145	.039
Q9	Having a manageable workload and reasonable work pace	.230	.038	<b>.328</b>	-.008	-.047
Q15	The degree to which your employer encourages and organises team building or other social networking activities amongst employees	-.035	.062	.170	<b>-.543</b>	-.131
Q16	Your employers provision of employee health and wellness programmes	.184	-.021	.171	<b>-.503</b>	-.060
Q20	The provision of recognition via non-financial means e.g.	.231	.166	.020	<b>-.420</b>	.012
Q3	The opportunities for learning and career development outside of your current job	-.104	.003	-.011	-.089	<b>-.702</b>
Q4	The opportunities for career advancement	.145	.038	.040	.159	<b>-.563</b>
Q11	The opportunities offered to you by your company for training within your current job	.203	.075	.019	-.177	<b>-.402</b>

#### **4.1.4. Reliability Analysis**

The Cronbach Alpha coefficients was calculated to establish the internal consistency, i.e. reliability, of the Factor Structure. Internal consistency indicates the degree to which the items included in the scale is measuring the same underlining attribute and Cronbach's Alpha coefficient provides the average correlation of the items in the scale (Pallant, 2011). A recommended minimum value of .7 for Cronbach's Alpha coefficients is considered to be an indication of reliability (Pallant, 2011).

The remuneration and benefits dimension consists of 4 items (Cronbach's Alpha = .711) indicating the dimension is reliable. The work content dimension consists of 4 items (Cronbach's Alpha = .685), the work-life balance dimension consists of 3 items (Cronbach's Alpha = .642), the Organisational Culture consisted of 3 items (Cronbach's Alpha = .662) and the career development and advancement dimension consisted of 3 items (Cronbach's Alpha = .648). These values are close to .7, indicating an acceptable reliability although not ideal reliability. Lower reliability values are expected as Cronbach's Alpha coefficient is sensitive to the number of items included in a scale (Hair et al, 2006).

#### **4.1.5. Descriptive Statistics**

The overall descriptive statistics are presented in Table 4.2 and Table 4.3. The skewness and kurtosis values fall beyond the tolerable range to assume normal distribution, all the dimensions are negatively skewed and peaked. This is confirmed with Kolmogorov-Smirnov and Shairo-Wilk test of goodness of fit ( $p \leq 0.01$ ) (Hair, et al., 2006). The highest rated value attribute identified is Career Development and Advancement ( $M=4.57$ ,  $SD=0.60$ ) and Organisational Culture was the lowest rated value attribute ( $M= 3.93$ ,  $SD=.86$ ).

Table 4.2 *The overall descriptive statistics of the derived Value Attributes (n=954)*

<b>Factors</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
Remuneration and Benefits	4.352	.63	-1.20	2.69
Work Content	4.395	.54	-.63	.21
Work-Life Balance	4.248	.70	-.85	1.12
Organisational Culture	3.880	.86	-.68	.32
Career Development and Advancement	4.548	.60	-1.16	.92

Table 4.3 *Test of Normality of the derived Value Attributes*

	<b>Kolmogorov-Smirnov<sup>a</sup></b>			<b>Shapiro-Wilk</b>		
	Statistic	df	Sig.	Statistic	df	Sig.
Remuneration and Benefits	.207	954	.000	.821	954	.000
Work Content	.212	954	.000	.847	954	.000
Work-Life Balance	.253	954	.000	.778	954	.000
Organisational Culture	.277	954	.000	.847	954	.000
Career Development and Advancement	.384	954	.000	.679	954	.000

The means and standard of each of the valued attributes dimension across the different demographic groups are presented in Table 4.4 – Table 4.7.

Table 4.4 *Means and Standard Deviations of the value attributes across the gender and racial distribution groups*

	<b>Male</b> (n= 350)	<b>Female</b> (n= 600)	<b>African</b> (n= 475)	<b>Coloured/Asian</b> (n= 120)	<b>White</b> (n= 293)
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Remuneration and Benefits	4.280 (.688)	4.400 (.598)	4.447 (.566)	4.365 (.653)	4.266 (.634)
Work Content	4.344 (.576)	4.431 (.524)	4.456 (.542)	4.307 (.573)	4.367 (.520)
Work-Life Balance	4.186 (.747)	4.318 (.669)	4.345 (.649)	4.156 (.772)	4.212 (.690)
Organisational Culture	3.857 (.935)	3.968 (.811)	4.196 (.750)	3.844 (.900)	3.529 (.878)
Career Development and Advancement	4.477 (.654)	4.618 (.554)	4.684 (.517)	4.508 (.646)	4.440 (.631)

Table 4.5 *Means and Standard Deviations of the value attributes across the Career Stages and Education Level*

	<b>Early Career Stage</b> (n=908)	<b>Mid-Career Stage</b> (n=33)	<b>Matric</b> (n=592)	<b>Undergraduate</b> (n=204)	<b>Postgraduate</b> (n=147)
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Remuneration and Benefits	4.360 (.632)	4.485 (.476)	4.389 (.619)	4.343 (.598)	4.269 (.734)
Work Content	4.396 (.546)	4.545 (.457)	4.400 (.533)	4.409 (.575)	4.361 (.558)
Work-Life Balance	4.267 (.699)	4.364 (.653)	4.275 (.698)	4.270 (.688)	4.218 (.754)
Organisational Culture	3.930 (.851)	3.727 (1.008)	3.978 (.823)	4.039 (.818)	3.537 (.981)



Career Development	4.568	4.636	4.578	4.564	4.510
and Advancement	(.593)	(.653)	(.582)	(.621)	(.623)

Table 4.6 *Means and Standard Deviations of the value attributes across the gender and racial distribution groups*

	<b>Commerce/ Business/ Management</b>	<b>Education</b>	<b>Engineering/ Technology/ Construction</b>	<b>Health Science</b>	<b>Humanities</b>	<b>Law</b>	<b>Science</b>
	(n=304)	(n=78)	(n=83)	(n=49)	(n=248)	(n=52)	(n=137)
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Remuneration	4.472	4.321	4.175	4.418	4.307	4.414	4.336
and Benefits	(.544)	(.639)	(.722)	(.589)	(.730)	(.531)	(.525)
Work Content	4.377	4.404	4.289	4.439	4.458	4.385	4.423
	(.541)	(.587)	(.553)	(.475)	(.550)	(.548)	(.525)
Work-Life	4.303	4.090	4.193	4.429	4.343	4.212	4.190
Balance	(.680)	(.776)	(.723)	(.540)	(.685)	(.696)	(.713)
Organisational	4.007	3.782	3.795	4.184	3.988	3.615	3.854
Culture	(.829)	(.892)	(.823)	(.727)	(.865)	(.867)	(.904
Career							
Development	4.655	4.487	4.301	4.551	4.577	4.692	4.540
and	(.535)	(.619)	(.658)	(.503)	(.632)	(.506)	(.607)
Advancement							

Table 4.7 *Means and Standard Deviations of the value attributes across the Job Seekers*

	<b>Passive Job seekers</b>	<b>New Entry Job Seekers</b>
	(n=110)	(n=289)
	Mean (SD)	Mean (SD)
Remuneration and Benefits	4.277 (.806)	4.367 (.624)
Work Content	4.368 (.549)	4.417 (.573)
Work-Life Balance	4.227 (.786)	4.256 (.675)
Organisational Culture	3.746 (.952)	4.028 (.820)
Career Development and Advancement	4.536 (.585)	4.564 (.621)

Table 4.8 *Means and Standard Deviations of the value attributes across Citizenship*

	<b>South African</b>	<b>International</b>	<b>Foreigner</b>	<b>Citizen</b>
	(n=908)	(n=33)	(n=165)	(n=787)
	Mean (SD)	Mean (SD)	Mean (SD)	Mean (SD)
Remuneration and Benefits	4.3549 (.63)	4.3866 (.64)	4.3970 (.60)	4.3564 (.63)
Work Content	4.4035 (.54)	4.3866 (.58)	4.3758 (.57)	4.4066 (.54)
Work-Life Balance	4.2634 (.71)	4.2907 (.69)	4.3030 (.66)	4.2656 (.70)
Organisational Culture	3.9015 (.87)	4.0407 (.83)	4.0364 (.83)	3.9060 (.86)
	4.5627	4.5872	4.5818	4.5654

Career Development and Advancement	(.60)	(.59)	(.59)	(.60)
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Table 4.9 Means and Standard Deviations of the value attributes across Citizenship

	<b>High brand loyalty (n=639) Mean (SD)</b>	<b>Low brand loyalty (n=315) Mean (SD)</b>	<b>Low success expectancy (n=332) Mean (SD)</b>	<b>High success expectancy (n=67) Mean (SD)</b>
Remuneration and Benefits	4.3850 (0.61)	4.3111 (0.68)	4.3404 (0.69)	4.3507 (0.63)
Work Content	4.3865 (0.56)	4.4286 (0.52)	4.4051 (0.59)	4.3955 (0.45)
Work-Life Balance	4.2989 (0.69)	4.2063 (0.73)	4.2349 (0.72)	4.3134 (0.61)
Organisational Culture	3.9358 (0.86)	3.9079 (0.86)	3.9247 (0.88)	4.0746 (0.78)
Career Development and Advancement	4.5556 (0.60)	4.5905 (0.58)	4.5633 (0.62)	4.5224 (0.56)

Figure 3 illustrates the means of value attributes across the different demographic groups.

Career Development and Advancement was rated most valued attribute by Major field of study:

Law Stage (M=4.692, SD=.506) having the highest mean in respect to this factor.

Remuneration and Benefits and Work Content was rated similarly, with Work Content rated the second highest value attribute.

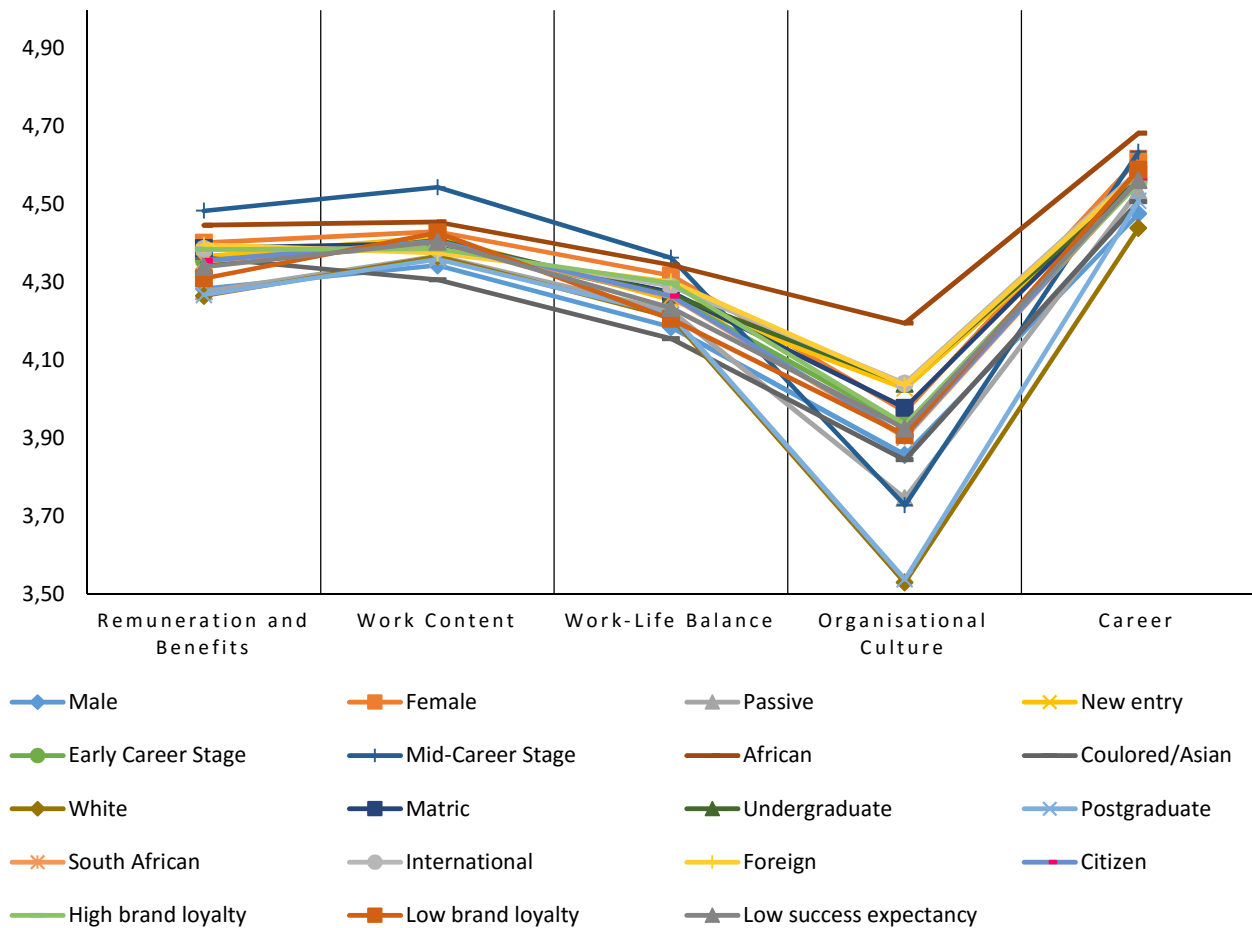


Figure 4.1. Comparisons of Means across demographic groups

#### 4.1.5.1. Differences between gender, career stages, job seekers and citizenship (foreign and international) classification related to Value Attributes

An Independent-sample t-test, with Levene's test for homogeneity of variance, was used to determine whether a statistical significant difference exist between the means of the two independent groups, including: male and female; trail stage and stabilisation stage; and passive

and new entry job seekers. Table 4.8, Table 4.9 and Table 4.10 summarises the results of the t-test for gender, career stages and job seekers.

Table 4.8 *T-test results for gender (n=950)*

Gender		N	Mean	Std. Deviation	t	Df	Sig. (2-tailed)
Remuneration and Benefits	Male	350	4.284	0.688	-2.680	650.931	.008**
	Female	600	4.403	0.598			
Work Content	Male	350	4.344	0.576	-2.367	948.000	.018*
	Female	600	4.431	0.524			
Work-Life Balance	Male	350	4.186	0.747	-2.821	948.000	.005*
	Female	600	4.318	0.669			
Organisational Culture	Male	350	3.857	0.935	-1.855	650.147	.064
	Female	600	3.968	0.811			
Career Development and Advancement	Male	350	4.477	0.654	-3.391	636.845	.001**
	Female	600	4.618	0.554			

\*p<0.05; \*\* p<0.01

The independent sample t-test indicated that there is statistical significant difference between male and female respondents on four of the five dimensions of value attributes. A significant difference between female and male respondents for the Remuneration and Benefits measure, which was deemed more important to female respondents (M=4.403, SD=.688) than male respondents (M=4.284, SD= .598),  $t(650.9) = -2,680$ ,  $p=0.008$ , two-tail. The magnitude of the difference in the means is very large ( $d=6.582$ ).

There was also a statistical significant difference between male (M=4.344, SD= .576) and female respondents (M=4.431, SD= .524),  $t(948) = -2.367$ ,  $p=.018$ , two-tail. Although,

significant the magnitude of the difference between means are very small ( $d = 0.157$ ). Work-Life Balance was also statistically significantly between the two groups, with work-life balance valued more by female ( $M = 4.318$ ,  $SD = .669$ ) than their male counter parts ( $M = 4.186$ ,  $SD = .747$ ),  $t(948) = -2.821$ ,  $p = .005$ , two-tail. The difference in the means has little practical significance ( $d = .187$ ).

The final significant difference between male and female respondents was found on Career Development and Advancement. Again, female respondents ( $M = 4.618$ ,  $SD = .654$ ) valued this dimension more than male respondents ( $M = 4.477$ ,  $SD = .654$ ),  $t(636.85) = -3.391$ ,  $p = .001$ , two-tailed. The magnitude of the difference has, again, a medium practical significance ( $d = .2333$ ).

Table 4.9 *T-test results for career stages (n=941)*

Career Stages		N	Mean	Std. Deviation	t	df	Sig. (2- tailed)
Remuneration and Benefits	Trail Stage	908	4.360	0.632			
	Stabilisation Stage	33	4.485	0.476	-1.127	939	0.260
Work Content	Trail Stage	908	4.396	0.546			
	Stabilisation Stage	33	4.545	0.457	-1.555	939	0.120
Work-Life Balance	Trail Stage	908	4.267	0.699			
	Stabilisation Stage	33	4.364	0.653	-0.785	939	0.432
Organisational Culture	Trail Stage	908	3.930	0.851			
	Stabilisation Stage	33	3.727	1.008	1.331	939	0.183
Career Development and Advancement	Trail Stage	908	4.568	0.593			
	Stabilisation Stage	33	4.636	0.653	-0.646	939	0.519

\*p<0.05; \*\* p<0.01

The independent sample t-test revealed that there was no statistically significant difference between respondents in the Trail and Stabilisation career stages on any of the dimensions of the Value Attributes.

Table 4.10 *T-test results for job seekers classification (n=399)*

Job Seekers		N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Remuneration and Benefits	Passive Job Seekers	110	4.277	0.806	-1.177	397	0.240
	New Entry Job Seekers	289	4.367	0.624			
Work Content	Passive Job Seekers	110	4.368	0.549	-0.769	397	0.443
	New Entry Job Seekers	289	4.417	0.573			
Work-Life Balance	Passive Job Seekers	110	4.227	0.786	-0.363	397	0.716
	New Entry Job Seekers	289	4.256	0.675			
Organisational Culture	Passive Job Seekers	110	3.745	0.952	-2.745	174	0.007**
	New Entry Job Seekers	289	4.028	0.820			
Career Development and Advancement	Passive Job Seekers	110	4.536	0.585	-0.404	397	0.687
	New Entry Job Seekers	289	4.564	0.621			

\*p<0.05; \*\* p<0.01

There is only one dimension that indicated a statistically significant difference. Organisational Culture. New Entry Job Seekers (M= 4.028, SD= .820) value this dimension more important

than Passive Job Seekers ( $M = 3.745$ ,  $SD = .952$ ),  $t(174) = -2.745$ ,  $p = .007$ , two tailed; with a medium practical significance ( $d = 0.318$ ).

Table 4.11 *T-test results for Citizenship Status*

Citizenship Status		N	Mean	Std. Deviation	t	df	Sig. (2-tailed)
Remuneration and Benefits	South African	782	4.3549	.63233	-.594	952	.552
	International	172	4.3866	.64454			
Work Content	South African	782	4.4035	.53789	.366	952	.714
	International	172	4.3866	.57755			
Work-Life Balance	South African	782	4.2634	.70641	-.460	952	.645
	International	172	4.2907	.69022			
Organisational Culture	South African	782	3.9015	.86726	-1.919	952	.055
	International	172	4.0407	.83321			
Career Development and Advancement	South African	782	4.5627	.59708	-.489	952	.625
	International	172	4.5872	.59083			

\* $p < 0.05$ ; \*\*  $p < 0.01$

As indicated in Table 4.11 there is no statistical significant difference between International and South African respondents on any of the dimensions.



Table 4.12 *T-test results for Respondents Citizenship Classification*

Citizenship Classification		N	Mean	Std. Deviation	t	df	Sig. (2- tailed)
Remuneration and Benefits	Foreign	165	4.3970	.59596	.757	950	.449
	Citizen	787	4.3564	.63132			
Work Content	Foreign	165	4.3758	.56689	-.663	950	.508
	Citizen	787	4.4066	.53845			
Work-Life Balance	Foreign	165	4.3030	.65727	.629	950	.530
	Citizen	787	4.2656	.70395			
Organisational Culture	Foreign	165	4.0364	.82559	1.778	950	.076
	Citizen	787	3.9060	.86274			
Career Development and Advancement	Foreign	165	4.5818	.58511	.322	950	.748
	Citizen	787	4.5654	.59619			

\*p<0.05; \*\* p<0.01

The independent t-test indicates that there is no significant difference between respondents residing in a foreign country and respondents residing in their country of origin.

Table 4.13 *T-test results for Brand Loyalty*

Level of Brand Loyalty		N	Mean	Std. Deviation	t	df	Sig. (2- tailed)
Remuneration and Benefits	High brand loyalty	639	4.3850	.60858	1.693	952	0.091
	Low brand loyalty	315	4.3111	.68191			
Work Content	High brand loyalty	639	4.3865	.55712	-1.148	666.014	0.252
	Low brand loyalty	315	4.4286	.51919			
Work-Life Balance	High brand loyalty	639	4.2989	.68790	1.914	952	0.056
	Low brand loyalty	315	4.2063	.73056			
Organisational Culture	High brand loyalty	639	3.9358	.86410	0.470	952	0.639
	Low brand loyalty	315	3.9079	.86018			
Career Development and Advancement	High brand loyalty	639	4.5556	.60273	-0.851	952	0.395
	Low brand loyalty	315	4.5905	.58149			

\*p&lt;0.05; \*\* p&lt;0.01

Table 4.14 *T-test results for Job Search Success Expectation*

Level of Job Search Success		N	Mean	Std. Deviation	t	df	Sig. (2- tailed)
Remuneration and Benefits	Low success expectancy	332	4.3404	.68879	-.114	397	.909
	High success expectancy	67	4.3507	.63374			
Work Content	Low success expectancy	332	4.4051	.58754	.151	116.867	.880
	High success expectancy	67	4.3955	.44838			
Work-Life Balance	Low success expectancy	332	4.2349	.72436	-.830	397	.407
	High success expectancy	67	4.3134	.60825			
Organisational Culture	Low success expectancy	332	3.9247	.88136	-1.293	397	.197
	High success expectancy	67	4.0746	.78458			
Career Development and Advancement	Low success expectancy	332	4.5633	.62106	.499	397	.618
	High success expectancy	67	4.5224	.56025			

\*p<0.05; \*\* p<0.01

There are no statistical significant differences in any of the dimensions for respondents with high or low job expectancy.

#### ***4.1.5.2. Differences in population groups, level of education and major field of study groups related to Value Attributes***

ANOVA was used to compare the means of the dimension included in the valued attribute between the different demographic groups listed above, these groups consists of three or more groups. ANOVA compares the variability within groups to between groups and only indicates whether or not there is a statistically significant difference and as such a post-hoc test, Scheffe, was conducted to indicate which of the groups differ (Pallant, 2011).

##### ***4.1.5.2.1. Differences in rating of Value Attribute dimensions across Population Groups***

The results of ANOVA indicated that a significant between group difference exist between the different racial groups; Remuneration and Benefits,  $F(4, 949) = 7.339, p < 0.01$ ; Work Content,  $F(4, 949) = 3.365, p < 0.01$ ; Work-Life Balance,  $F(4, 949) = 3.241, p < 0.01$ ; Organisational Culture,  $F(4, 949) = 31.045, p = 0.00$ ; Career Development and Advancement,  $F(4, 949) = 10.169, p < 0.01$

Table 4.15 *Results of ANOVA for racial groups*

		Sum of Squares	df	Mean Square	F	Sig.
Remuneration and Benefits	Between Groups	9.286	3	3.095	7.858	.000**
	Within Groups	374.173	950	.394		
Work Content	Between Groups	3.252	3	1.084	3.681	.012*
	Within Groups	279.787	950	.295		
Work-Life Balance	Between Groups	5.896	3	1.965	4.012	.007**
	Within Groups	465.408	950	.490		
Organisational Culture	Between Groups	81.590	3	27.197	41.189	.000**
	Within Groups	627.273	950	.660		
Career Development and Advancement	Between Groups	13.644	3	4.548	13.312	.000**
	Within Groups	324.563	950	.342		

\* $p < 0.05$ ; \*\*  $p < 0.01$

Scheffe post hoc (Table 4.16, Appendix C) criterion for significance indicated that Remuneration and Benefits was significantly rated more important by African respondents ( $M = 4.447$ ,  $SD = .567$ ,  $p = .00$ ) than “Other” respondents ( $M = 4.41$ ,  $SD = .919$ ) and White respondents ( $M = 4.266$ ,  $SD = .634$ ) (Appendix C, Table 4.12). While African respondents rated Organisational Culture ( $M = 4.196$ ,  $SD = .649$ ,  $p = .00$ ) more important than Coloured/ Asian

respondents (M= 3.844, SD=.900), White respondents (M=3.529, SD= .878) and “Other” respondents (M= 3.906, SD= .771).

#### 4.1.5.2.2. Differences in rating of Value Attribute dimensions across Levels of Education

Table 4.17 and Table 4.18 (Appendix D) indicate the analysis of variance test reflects a significant difference between the different Levels of Education and Organisational Culture dimension,  $F = (3, 950) = 12.895, p < 0.01$ . Scheffe post hoc criterion for significance revealed that Undergraduate respondents (M= 4.039, SD= .818,  $p < 0.01$ ) rated Organisational Culture significantly more important than Matric respondents (M= 3.978, SD= .823) and Postgraduate respondents (M= 3.537, SD= .981).

Table 4.17 Results of ANOVA for level of education

		Sum of Squares	df	Mean Square	F	Sig.
Remuneration and Benefits	Between Groups	1.791	3	.597	1.486	.217
	Within Groups	381.667	950	.402		
Work Content	Between Groups	1.775	3	.592	1.998	.113
	Within Groups	281.265	950	.296		
Work-Life Balance	Between Groups	1.251	3	.417	.843	.470
	Within Groups	470.053	950	.495		
Organisational Culture	Between Groups	27.737	3	9.246	12.895	.000
	Within Groups	681.127	950	.717		
Career	Between Groups	1.238	3	.413	1.164	.323
Development and Advancement	Within Groups	336.968	950	.355		

#### *4.1.5.2.3. Differences in rating of Value Attribute dimensions across Major Field of Study*

The analysis of variance test results returned a significant difference across the different Major Fields of Study and Remuneration and Benefits ( $F = (6, 944) = 3.402, p = 0.003$ ), Work-Life Balance ( $F = (6, 944) = 2.415, p < 0.05$ ), Organisational Culture ( $F = (6, 944) = 3.430, p < 0.01$ ) and Career Development and Advancement ( $F = (6, 944) = 4.658, p < 0.01$ ). Table 4.20 (Appendix E) presents Scheffe post hoc criterion for significance which indicates that respondents with an educational background in Commerce ( $M = 4.472, SD = .544$ ) differed significantly from respondents with an educational background in Engineering, Technology and Construction ( $M = 4.174, SD = .722$ ) on Remuneration and Benefits. Moreover, Remuneration is significantly valued higher by respondents from a Commerce background. Career Development and Advancement was also found to be significantly different between respondents from a Commerce background ( $M = 4.654, SD = .535$ ); Engineering, Technology and Construction background ( $M = 4.301, SD = .658$ ); Humanities background ( $M = 4.577, SD = .632$ ) and Law background ( $M = 4.692, SD = .506$ ).

Table 4.19 *Results of ANOVA for Major Field of Study*

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Remuneration and Benefits	Between Groups	7.872	6	1.312	3.402	.003**
	Within Groups	364.015	944	.386		
Work Content	Between Groups	2.165	6	.361	1.223	.292
	Within Groups	278.588	944	.295		
Work-Life Balance	Between Groups	6.955	6	1.159	2.415	.025*
	Within Groups	453.051	944	.480		
Organisational Culture	Between Groups	14.921	6	2.487	3.430	.002**
	Within Groups	684.498	944	.725		
Career Development and Advancement	Between Groups	9.636	6	1.606	4.658	.000**
	Within Groups	325.464	944	.345		

\*p<0.05; \*\* p<0.01



## **4.2. Conjoint Task Questionnaire**

The inclusion of the conjoint analysis as part of the research method allowed the researchers to determine the ideal combination of EVPs in relation to organisation's corporate brand. The final section will present an overview of the relative importance of the attributes, the ideal combination overall and per demographic groups.

### **4.2.1. Relative attribute importance overall and per demographic group**

The relative importance of each attribute is calculated by determining the derived utilities. Derived utilities are determined by calculating the range of utilities in each attribute, difference between the highest and lowest utility per attribute divided by the sum of the range across all attributes. The utility of each attribute is presented as a percentage of the sum of the utilities ranges across all the attributes. These percentages provide the relative importance that job seekers attached to each of the various Employee Value Propositions in relation to the organisation's corporate brand.

The results of the conjoint analysis, presented in Table 4.21 – Table 4.32, revealed that across the demographic groups Affiliation (i.e. employee's association with the organisation) (29 %), Work Content (i.e. the satisfaction employees derive from their work) (23 %) and Career (i.e. development and advancement opportunities) (21%) were consistently deemed relatively more important than the other attributes. In relation to Corporate Brand (5%) which was rated the least relative important value, Affiliations was deemed 24% more important.

Table 4.21 *Relative Importance of attributes overall*

Attribute	Level	Level description	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	305,76	5%	6
	2	2nd Brand Name of Choice Employer	-134,99		
	3	3rd Brand Name of Choice Employer	-170,78		
Compensation	1	Market related salary targeting upper end of the market	521,07	13%	4
	2	Average market related salary	53,94		
	3	Market related salary targeting lower end of the market	-575,03		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	353,38	8%	5
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	28,62		
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-382,01		
Work Content	1	Challenging, engaging skills, knowledge and interests	910,96	23%	2
	2	The work feels satisfying and manageable	666,58		
	3	Not challenging enough, boring and tiring	-1084,63		
	4	Overwhelming, challenging, anxiety driven	-492,89		
Career	1	Abundant learning and career development, advancement opportunities and support	886,75	21%	3
	2	Learning and career development opportunities but limited advancement opportunities	107,93		
	3	Little to no learning and career development or advancement opportunities	-994,64		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	1051,49	29%	1
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	474,97		
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-1526,44		

Further analysis of the relative importance of the different attributes across demographic groups indicated slight variations within the groups. Career was regarded more important than Work Content by New Entry job seekers (0.2%), Coloured/ Asian respondents (3%), respondents with an educational background in Commerce (0.5%), respondents in the Mid-Career Stage (3%) and respondents with Low levels of Job Search Success Expectancy (0.2%). Affiliation received the highest percentage of relative importance by respondents in the Mid-Career Stage (33%).

Results from the gender groups indicated that Females regarded most of the attribute slightly more valuable than their male counterparts, with the expectation of Compensation and Corporate Brand which was regarded 1.5% on average more important to male respondents. Respondents in the different career stages differed on the relative importance of Corporate Brand and Compensation, where respondents in the Early Career Stage regarded Corporate Brand (5%) as the least important attribute in deciding between career opportunities and respondents in the Mid-Career Stage ranked Compensation as the least important.

The population groups' valued the attributes relatively on the same level of relative importance, with the exception of Career and Work content. African and Coloured/Asian respondents regarding Affiliation equally important (29%). The most noteworthy differences regarding job seekers are Passive job seekers regarded Affiliation (31%) more important than New Entry job seekers (29,4%); while New Entry job seekers deemed Corporate Brand (5.6%) more important than Passive job seekers (3%). Interestingly respondents with a Matric level of education deemed Corporate Brand (6%) slightly more important than Undergraduate (4%) and Postgraduate (4%) levels. Undergraduate level deemed Affiliation (32%) more important than Matric level (28%) and Postgraduate level (30%).

Corporate Brand received the lowest relative importance percentage from respondents with a Law background (1%), while Health Sciences background regarded it 3% on average more important than the other groups. Science backgrounds deemed Career (23%) most important in comparison to the other groups while Work Content was deemed more important in comparison by respondents with a background in Humanities (24%).

It is also interesting to reflect that International and Foreign respondent's relative importance almost identical. Furthermore, it is important to note that both of these groups considered Corporate Brand (9%) more important than Benefits (7%) and that Career (21%) is more

important than Work Content (19%). Similarly, respondents with High Job Search Success Expectancy regarded Corporate Brand (11%) relatively more important than Benefits (13%) and respondents with Low Job Search Success Expectancy regarded Career (22.7%) relatively slightly more important than Work Content (22.5%).

Reflecting on respondent's level of brand loyalty and relative level of importance of EVPs' attributes, there seems to be no significant difference between respondents with High levels of Brand Loyalty and respondents with Low levels of Brand Loyalty. It is interesting to note, however, that respondents with Low Brand Loyalty consider Corporate Brand relatively 2% more important than High Brand Loyalty.

Table 4.22 *Relative Importance of attributes by gender*

Attribute	Level	Level description	Male			Female		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	150,08			155,60		
	2	2nd Brand Name of Choice Employer	-72,06	8%	6	-63,19	4%	6
	3	3rd Brand Name of Choice Employer	-78,01			-92,43		
Compensation	1	Market related salary targeting upper end of the market	185,48			332,64		
	2	Average market related salary	16,93	13%	4	36,70	12%	4
	3	Market related salary targeting lower end of the market	-202,42			-369,35		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	133,79			217,28		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	16,51	9%	5	11,88	8%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-150,32			-229,16		
Work Content	1	Challenging, engaging skills, knowledge and interests	299,32			607,50		
	2	The work feels satisfying and manageable	208,43			454,17		
	3	Not challenging enough, boring and tiring	-358,06	22%	2	-722,62	23%	2
	4	Overwhelming, challenging, anxiety driven	-149,69			-339,03		
Career	1	Abundant learning and career development, advancement opportunities and support	293,04			589,06		
	2	Learning and career development opportunities but limited advancement opportunities	32,07	20%	3	75,74	22%	3
	3	Little to no learning and career development or advancement opportunities	-325,10			-664,77		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	352,39			696,94		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	159,48	28%	1	314,11	30%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-511,86			-1011,04		

Table 4.23 *Relative Importance of attributes by career stage*

Attribute	Level	Level description	Trail Career Stage			Stabilisation Career Stage		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	289,41			16,34		
	2	2nd Brand Name of Choice Employer	-126,88	5%	6	-8,11	8%	5
	3	3rd Brand Name of Choice Employer	-162,55			-8,23		
Compensation	1	Market related salary targeting upper end of the market	505,32			15,74		
	2	Average market related salary	50,31	13%	4	3,63	11%	4
	3	Market related salary targeting lower end of the market	-555,66			-19,37		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	341,53			11,85		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	30,97	8%	5	-2,36	7%	6
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-372,51			-9,50		
Work Content	1	Challenging, engaging skills, knowledge and interests	885,40			25,56		
	2	The work feels satisfying and manageable	643,55			23,03		
	3	Not challenging enough, boring and tiring	-1051,74	23%	2	-32,89	19%	3
	4	Overwhelming, challenging, anxiety driven	-477,19			-15,70		
Career	1	Abundant learning and career development, advancement opportunities and support	852,40			34,35		
	2	Learning and career development opportunities but limited advancement opportunities	106,02	21%	3	1,90	22%	2
	3	Little to no learning and career development or advancement opportunities	-958,39			-36,25		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	1008,95			42,53		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	456,16	29%	1	18,81	33%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-1465,10			-61,34		

Table 4.24 *Relative Importance of attributes by population group*

Attribute	Level	Level description	African			Coloured/Asian			White		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	191,31			33,60			37,93		
	2	2nd Brand Name of Choice Employer	-91,87	7%	6	-14,55	5%	6	-14,08	2%	6
	3	3rd Brand Name of Choice Employer	-99,45			-19,06			-23,84		
Compensation	1	Market related salary targeting upper end of the market	226,15			79,98			175,62		
	2	Average market related salary	18,77	11%	4	4,57	15%	4	24,91	13%	4
	3	Market related salary targeting lower end of the market	-244,94			-84,55			-200,53		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	181,92			41,09			100,74		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	15,09	9%	5	1,40	7%	5	21,17	8%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-197,01			-42,50			-121,92		
Work Content	1	Challenging, engaging skills, knowledge and interests	409,26			107,34			342,16		
	2	The work feels satisfying and manageable	268,73			84,64			273,15		
	3	Not challenging enough, boring and tiring	-499,47	22%	2	-127,69	21%	3	-395,89	25%	2
	4	Overwhelming, challenging, anxiety driven	-178,51			-64,29			-219,41		
Career	1	Abundant learning and career development, advancement opportunities and support	405,49			128,93			306,76		
	2	Learning and career development opportunities but limited advancement opportunities	50,74	21%	3	10,34	24%	2	38,69	22%	3
	3	Little to no learning and career development or advancement opportunities	-456,19			-139,27			-345,45		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	494,13			128,70			368,98		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	213,05	29%	1	63,59	29%	1	166,89	31%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-707,16			-192,29			-535,88		

Table 4.25 *Relative Importance of attributes for job seekers*

Attribute	Level	Level description	New Entry Job Seekers			Passive Job Seekers		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	94,74			18,92		
	2	2nd Brand Name of Choice Employer	-42,52	6%	6	-6,05	3%	6
	3	3rd Brand Name of Choice Employer	-52,22			-12,88		
Compensation	1	Market related salary targeting upper end of the market	150,36			58,09		
	2	Average market related salary	22,39	12%	4	7,27	12%	4
	3	Market related salary targeting lower end of the market	-172,76			-65,37		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	111,79			40,55		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	5,59	9%	5	3,29	8%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-117,38			-43,85		
Work Content	1	Challenging, engaging skills, knowledge and interests	251,10			105,33		
	2	The work feels satisfying and manageable	200,12			86,54		
	3	Not challenging enough, boring and tiring	-322,08	22%	3	-	23%	2
	4	Overwhelming, challenging, anxiety driven	-129,13			128,57		
Career	1	Abundant learning and career development, advancement opportunities and support	270,49			107,77		
	2	Learning and career development opportunities but limited advancement opportunities	37,32	22%	2	10,32	22%	3
	3	Little to no learning and career development or advancement opportunities	-307,79			-	118,09	
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	308,94			130,94		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	151,50	29%	1	49,17	31%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-460,43			-	180,11	



Table 4.26 *Relative Importance of attributes for level of education*

Attribute	Level	Level description	Matric			Undergraduate			Postgraduate		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	228,37	6%	6	39,51	4%	6	36,54	4%	6
	2	2nd Brand Name of Choice Employer	-106,34			-8,17			-19,31		
	3	3rd Brand Name of Choice Employer	-122,04			-31,35			-17,23		
Compensation	1	Market related salary targeting upper end of the market	344,48	13%	4	87,97	11%	4	85,05	13%	4
	2	Average market related salary	28,74			14,88			7,97		
	3	Market related salary targeting lower end of the market	-373,24			-102,85			-93,03		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	248,71	9%	5	50,12	7%	5	51,16	7%	5
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	11,95			22,62			-7,26		
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-260,66			-72,74			-43,90		
Work Content	1	Challenging, engaging skills, knowledge and interests	575,07	22%	2	189,67	24%	2	139,03	23%	2
	2	The work feels satisfying and manageable	397,47			149,43			112,56		
	3	Not challenging enough, boring and tiring	-670,06			-233,14			-171,48		
	4	Overwhelming, challenging, anxiety driven	-302,45			-105,96			-80,11		
Career	1	Abundant learning and career development, advancement opportunities and support	551,01	21%	3	187,43	23%	3	140,96	22%	3
	2	Learning and career development opportunities but limited advancement opportunities	57,21			30,61			18,43		
	3	Little to no learning and career development or advancement opportunities	-608,20			-218,02			-159,38		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	639,25	28%	1	236,19	32%	1	161,56	30%	1
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	292,55			105,35			72,91		
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-931,81			-341,53			-234,46		

Table 4.27 *Relative Importance of attributes by major field of study: Commerce and Engineering*

Attribute	Level	Level description	Commerce			Engineering		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	126,24			33,55		
	2	2nd Brand Name of Choice Employer	-55,04	7%	6	-15,17	7%	5
	3	3rd Brand Name of Choice Employer	-71,19			-18,39		
Compensation	1	Market related salary targeting upper end of the market	176,75			45,14		
	2	Average market related salary	13,49	13%	4	4,50	13%	4
	3	Market related salary targeting lower end of the market	-190,24			-49,63		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	116,66			21,68		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	2,45	8%	5	5,88	7%	6
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-119,10			-27,56		
Work Content	1	Challenging, engaging skills, knowledge and interests	291,02			75,97		
	2	The work feels satisfying and manageable	204,94			54,28		
	3	Not challenging enough, boring and tiring	-326,44	22%	3	-90,13	23%	2
	4	Overwhelming, challenging, anxiety driven	-169,53			-40,12		
Career	1	Abundant learning and career development, advancement opportunities and support	299,28			66,03		
	2	Learning and career development opportunities but limited advancement opportunities	31,60	22%	2	12,05	20%	3
	3	Little to no learning and career development or advancement opportunities	-330,87			-78,08		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	325,34			90,44		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	155,31	28%	1	46,37	31%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-480,64			-136,81		

Table 4.28 *Relative Importance of attributes by major field of study: Humanities and Science*

Attribute	Level	Level description	Humanities			Science		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	64.35			34.75		
	2	2nd Brand Name of Choice Employer	-27.02	5%	6	-12.82	4%	6
	3	3rd Brand Name of Choice Employer	-37.34			-21.93		
Compensation	1	Market related salary targeting upper end of the market	119.03			74.24		
	2	Average market related salary	19.51	12%	4	4.73	12%	4
	3	Market related salary targeting lower end of the market	-138.56			-78.96		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	97.20			44.72		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	3.12	9%	5	7.14	8%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-100.32			-51.87		
Work Content	1	Challenging, engaging skills, knowledge and interests	233.21			137.03		
	2	The work feels satisfying and manageable	177.81			98.37		
	3	Not challenging enough, boring and tiring	-291.44	24%	2	-161.20	23%	2
	4	Overwhelming, challenging, anxiety driven	-119.56			-74.20		
Career	1	Abundant learning and career development, advancement opportunities and support	212.63			141.41		
	2	Learning and career development opportunities but limited advancement opportunities	27.37	21%	3	12.13	23%	3
	3	Little to no learning and career development or advancement opportunities	-239.99			-153.53		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	263.49			155.32		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	114.45	29%	1	66.63	30%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-377.93			-221.95		

Table 4.29 *Relative Importance of attributes by major field of study: Education, Law and Health Science*

Attribute	Level	Level description	Education			Law			Health Sciences		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	191.31			33.60			37.93		
	2	2nd Brand Name of Choice Employer	-91.87	7%	6	-14.55	5%	6	-14.08	2%	6
	3	3rd Brand Name of Choice Employer	-99.45			-19.06			-23.84		
Compensation	1	Market related salary targeting upper end of the market	226.15			79.98			175.62		
	2	Average market related salary	18.77	11%	4	4.57	15%	4	24.91	13%	4
	3	Market related salary targeting lower end of the market	-244.94			-84.55			-200.53		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	181.92			41.09			100.74		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	15.09	9%	5	1.40	7%	5	21.17	8%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-197.01			-42.50			-121.92		
Work Content	1	Challenging, engaging skills, knowledge and interests	409.26			107.34			342.16		
	2	The work feels satisfying and manageable	268.73			84.64			273.15		
	3	Not challenging enough, boring and tiring	-499.47	22%	2	-127.69	21%	3	-395.89	25%	2
	4	Overwhelming, challenging, anxiety driven	-178.51			-64.29			-219.41		
Career	1	Abundant learning and career development, advancement opportunities and support	405.49			128.93			306.76		
	2	Learning and career development opportunities but limited advancement opportunities	50.74	21%	3	10.34	24%	2	38.69	22%	3
	3	Little to no learning and career development or advancement opportunities	-456.19			-139.27			-345.45		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	494.13			128.70			368.98		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	213.05	29%	1	63.59	29%	1	166.89	31%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-707.16			-192.29			-535.88		

Table 4.30 Relative Importance of attributes by major field of study: Education, Law and Health Science

Attribute	Level	Level description	South African			International			Foreign Citizens			Current Citizens		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank	Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	214.375			91.38			91.104			214.409		
	2	2nd Brand Name of Choice Employer	-88.378	5%	6	-46.612	9%	5	-44.987	9%	5	-90.4	5%	6
	3	3rd Brand Name of Choice Employer	-126.001			-44.776			-46.127			-124.011		
Compensation	1	Market related salary targeting upper end of the market	426.862			94.207			93.201			427.623		
	2	Average market related salary	38.919	12%	4	15.016	13%	4	14.297	13%	4	39.404	12%	4
	3	Market related salary targeting lower end of the market	-465.797			-109.236			-107.511			-467.043		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	304.237			49.142			46.766			306.279		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	17.494	9%	5	11.124	7%	6	9.812	7%	6	19.009	9%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-321.729			-60.279			-56.59			-325.287		
Work Content	1	Challenging, engaging skills, knowledge and interests	770.576			140.386			130.499			777.357		
	2	The work feels satisfying and manageable	574.395			92.187	19%	3	89.578	19%	3	576.354	24%	2
	3	Not challenging enough, boring and tiring	-923.999	23%	2	-160.635			-151.972			-930.847		
	4	Overwhelming, challenging, anxiety driven	-420.96			-71.93			-68.10			-422.85		
Career	1	Abundant learning and career development, advancement opportunities and support	728.045			158.708			152.397			734.382		
	2	Learning and career development opportunities but limited advancement opportunities	98.204	22%	3	9.723	21%	2	10.221	21%	2	97.313	22%	3
	3	Little to no learning and career development or advancement opportunities	-826.215			-168.425			-162.609			-831.664		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	855.899			195.587			185.339			864.401		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	391.591	29%	1	83.378	31%	1	84.283	30%	1	390.753	29%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	- 1247.483			-278.957			-269.615			-1255.146		

Table 4.31 *Relative Importance of attributes by Brand Loyalty*

Attribute	Level	Level description	High Brand Loyalty			Low Brand Loyalty		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	83.122			222.633		
	2	2nd Brand Name of Choice Employer	-33.074	4%	6	-101.916	6%	6
	3	3rd Brand Name of Choice Employer	-50.047			-120.73		
Compensation	1	Market related salary targeting upper end of the market	167.089			353.98		
	2	Average market related salary	19.082	12%	4	34.853	13%	4
	3	Market related salary targeting lower end of the market	-186.188			-388.845		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	102.477			250.902		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	14.289	7%	5	14.329	9%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-116.778			-265.23		
Work Content	1	Challenging, engaging skills, knowledge and interests	311.033			599.929		
	2	The work feels satisfying and manageable	222.533	23%	2	444.049	22%	2
	3	Not challenging enough, boring and tiring	-388.228			-696.406		
	4	Overwhelming, challenging, anxiety driven	-145.327			-347.562		
Career	1	Abundant learning and career development, advancement opportunities and support	327.953			558.8		
	2	Learning and career development opportunities but limited advancement opportunities	35.911	23%	3	72.016	21%	3
	3	Little to no learning and career development or advancement opportunities	-363.839			-630.801		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	369.796			681.69		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	164.986	30%	1	309.983	29%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-534.761			-991.679		

Table 4.32 Relative Importance of attributes by Job Search Success Expectancy

Attribute	Level	Level description	High Job Search Success Expectancy			Low Job Search Success Expectancy		
			Utility	Relative importance	Rank	Utility	Relative importance	Rank
Corporate Brand	1	1st Brand Name of Choice Employer	37.631			76.029		
	2	2nd Brand Name of Choice Employer	-10.909	11%	5	-37.658	4%	6
	3	3rd Brand Name of Choice Employer	-26.718			-38.383		
Compensation	1	Market related salary targeting upper end of the market	34.506			173.944		
	2	Average market related salary	3.489	13%	4	26.174	12%	4
	3	Market related salary targeting lower end of the market	-37.997			-200.132		
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid	23.088			129.252		
	2	50% Employer contribution to retirement fund and 70% contribution to medical aid	0.416	8%	6	8.467	9%	5
	3	30% Employer contribution to retirement fund and 60% contribution to medical aid	-23.51			-137.718		
Work Content	1	Challenging, engaging skills, knowledge and interests	49.564			306.866		
	2	The work feels satisfying and manageable	35.795	20%	2	250.865	23%	3
	3	Not challenging enough, boring and tiring	-67.947			-382.707		
	4	Overwhelming, challenging, anxiety driven	-17.411			-175.029		
Career	1	Abundant learning and career development, advancement opportunities and support	49.674			328.588		
	2	Learning and career development opportunities but limited advancement opportunities	8.875	19%	3	38.765	23%	2
	3	Little to no learning and career development or advancement opportunities	-58.547			-367.329		
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level	69.974			369.902		
	2	Personal and organisation's values are somewhat aligned. Get along with colleagues on a professional level	27.265	29%	1	173.408	30%	1
	3	Personal and organisation's values are not aligned. Feeling "not part" of the organisation. Little or no interaction with colleagues	-97.246			-543.292		

#### 4.2.2. The Ideal combination of Employer Value Propositions in relation to Corporate Brand

The most preferred combination of EVPs in relation with an organisation's Corporate Brand was determined by evaluating the desirability of the respondents on the levels of the attributes. The utilities of the different levels per attribute were summarised and the attribute level with the highest utility was regarded as the preferred option when deciding between different job offers. The preferred options were then collated to reveal the preferred combination of EVPs in relation with the organisation's Corporate Brand. The ideal combinations overall and across the different demographic groups are presented in Table 4.26, as there was no difference in the preferred utility level of the attributes across all the different demographic groups.

Table 4.26 *Ideal combination for Employee Value Propositions in relation to Corporate Brand*

Attribute	Level	Level description
Corporate Brand	1	1st Brand Name of Choice Employer
Compensation	1	Market related salary targeting upper end of the market
Benefits	1	80% Employer contribution to retirement fund and 80% contribution to medical aid
Work Content	1	Challenging, engaging skills, knowledge and interests
Career	1	Abundant learning and career development, advancement opportunities and support
Affiliation	1	Personal and organisation's values are aligned. Feeling "part" of the organisation. Interaction with colleagues on a social and professional level



### 4.3. Summery

Chapter four presented all the results from the various data analysis techniques employed within this study, from which job seekers preferences between the different EVP attributes and organisational corporate brand was identified and presented. The responses collected from the 20 items included in the Valued Attributes Questionnaire was collected and subjected to a Factor Analysis to determine the underlining factor structure which was further subjected to reliability analysis. This revealed that the items included in the Valued Attributes Questionnaire can be grouped into five overarching attributes: Remuneration and Benefits, Work Content, Work-Life Balance, Organisational Climate and Career Development and Advancement; of which the highest rated value attribute identified was Career Development and Advancement ( $M=4.57$ ,  $SD=0.60$ ); Organisational Culture was the lowest rated value attribute ( $M= 3.93$ ,  $SD=.86$ ) and Work Content ( $M= 4.395$ ,  $SD=.54$ ).

Furthermore, to determine the ideal combination of EVPs in relation to organisation's corporate brand and which of these variable job seekers deemed more important in the job intention and choice the conjoint tasks was analysed. The conjoint analysis revealed that the most prefer attributes by respondents were Affiliation (i.e. employee's association with the organisation), Work Content (i.e. the satisfaction employees derive from their work) and Career (i.e. development and advancement opportunities) were consistently deemed relatively more important than the other attributes, which includes Corporate Brand which was deemed least important. This will be further discussed in chapter five, which will also include the limitations for the current study and suggestion for future research.

## **Chapter 5**

### **Discussion**

Attracting key talent has proven crucial to maintaining an organisation's competitive advantage, with recruitment competition for top talent ever increasing and the majority of employers having problems attracting critically skilled and top-performing employees; indicates a need for more targeted and defined recruitment practices (Global strategic rewards report, 2007). Understanding the key factors that influence applicant attraction and intention toward an organisation, can assist in recruitment efforts as well as new hire commitment ensuring long term retention (Corporate Leadership Council, 2006).

The current study aimed to develop an understanding of the most attractive factors that influence applicant attraction of and intension to an organisation and to identify what the ideal attraction factors, i.e. EVPs, are in relation to the organisation's corporate brand. Fundamentally the study attempted to identify which of the variables, Corporate Brand or Employee Value Propositions, would be deemed more important by applicants in their job search activities and job choice. Furthermore, to understand how these attributes relative importance differed across demographical groups. The research objective was investigated by first implementing a Valued Attributes questionnaire from the WorldatWork Total Rewards model to identify which attributes would applicants rate the most important when organisation 's corporate brand is not present. Next the applicants attribute preferences in relation to the organisation's Corporate Brand was investigated by making use of a conjoint tasks. The conjoint task allowed the researcher to present the different attributes included in EVPs in conjunction with their organisational brand preference as choice set that the respondents could compare against each other and make the necessary trade-offs as they would during the job search and job choice process.

### 5.1. Overall Ideal combination of EVPs and Corporate Brand importance in applicant attraction and choice

The overall ideal combinations of EVPs and Corporate Brand importance produced by the conjoint task is presented below, Figure 5.1. Affiliation (29%), Work Content (23%) and Career (21%) was consistently classified as highly valued and important in applicant attraction and intention in relation to Corporate Brand (5%) which was, when compared against the EVPs, considered least important to respondents when considering job offers. These findings are consistent with the results of previous studies where the possibility of career advancement was the third most cited reason for pursuing job vacancies at an organisation (Towers Watson, 2013). Greater advancement opportunities were listed as the most important factor in seeking or considering new job opportunities with more learning opportunities being the fifth most important (Talent Trends, 2014). Additionally, work content related attributes were listed as part of the five most important aspects when considering job offers where more challenging work was listed third and, better skills fit fourth most important (Talent Trends, 2014). However, better compensation and benefits was listed as the second most important factor (Talent Trends, 2014).



Figure 5.1 The overall ideal combination of EVPs and Corporate Brand importance

Even though, Corporate Brand was listed as the least relative importance on applicants, it is interesting to note that respondents rated Career Development and Advancement ( $M=4.548$ ,  $SD=.60$ ), Work Content ( $M= 4.395$ ,  $SD=.54$ ) and Remuneration and Benefits ( $M= 4.352$ ,  $SD= .63$ ) most valued attributes when Corporate Brand was not included as part of respondent's evaluations. Indicating that an Organisations' Corporate Brand has an influence in the trade-off's respondents are willing to make. Where rewards (financial and non-monetary) are considered less important to work satisfaction and career development.

## **5.2. Ideal combination of EVPs and Corporate Brand importance for Employment Equity candidates**

### **5.2.1. Male versus Female applicants**

The ideal combination of EVPs in relation to Corporate Brand does not differ between male and female respondents with regards to the level of importance and the attributes have the same level of importance as the overall combination of EVPs. There is, however, slight differences between relative importance of Affiliation, Work Content and Career where female respondents indicated these attributes to be slightly more important than their male counterparts. Where Affiliation was considered 2% more important to women, Work Content 1% and Career 2%. Male respondent on the other hand, indicated that Compensation (1%), Benefits (1%) and Corporate Brand (4%) more important in their attraction and job choice.

The same results were noted by Terjesen, et al. (2007) who found that women students valued stereotypical feminine attributes regarding organisational culture, peer relationships and work-life balance more than male students. Furthermore, Terjesen, et al. (2007), work content attributes were also value more important by women. Additionally, Compensation and Benefits was often found to be more important to male respondents (Terjesen, et al., 2007).

What was surprising though is that there was a significant difference between male and female respondents on Remuneration and Benefits ( $t = -2.680, p < .01$ ) with women considering the following more important. Furthermore, Work Content ( $t = -2.367, p < .05$ ); Work-Life Balance ( $t = -2.821, p < .01$ ) and Career Development and Advancement ( $t = -3.391, p < .01$ ) was also significantly different between men and women when Corporate Brand did not form part of respondents' evaluation.

### **5.2.2. Different population groups**

Comparisons between the different population groups and the relative importance of EVPs in relation to Corporate Brand indicate that Coloured/ Asian respondents' regarded Career attributes relatively more important to their job choice than Work Content. Although no differences are preserved between White and African respondents' regarding the level of importance of EVPs' attributes in relation to Corporate Brand. However, when Valued Attributes are compared without the influence of Corporate Brand, there is a significant difference between African and White respondents on Remuneration and Benefits ( $p < .01$ ); as well as African and Coloured/Asian respondents differ significantly on Organisational Culture ( $p < .01$ ). This agrees with results of previous studies which indicated that career attributes, i.e. support and advancement, and organisational culture, i.e. support from leadership, is consider important in attracting and retaining African managers (Nzokuma & Bussin, 2011). Moreover, Affiliation attributes, specifically diversity management, have been deemed important by white women and for minority men very important when accepting employment (Ng & Burke, 2005).

Additionally respondents with different citizenship statuses indicated different EVPs and Corporate Brand preferences. Where international respondents and foreign respondents indicated a greater preference for Organisations' Corporate Brand, relatively 4% more important than South African and Current Citizens. Furthermore, Career's level of importance was considered to be more

important than Work Content for Foreign and International Citizens. This corresponds to previous research focused on the recruitment attraction attribute of immigrants which indicated the great career opportunities were one of the motivational factors for citizens to look beyond their own borders for employment opportunities (Bertoli, Brücker, Facchini, Mayda, & Peri, 2009). What is interesting to note is that when Corporate Brand is not included in respondent's consideration; respondents indicated Career Development and Advancement, Remuneration and Benefits and Work Content to be the most important attributes with Remuneration and Benefits considered more important to Foreign and International Citizens than South African and Current Citizens. This corresponds with previous research that indicate that wage and welfare benefits key to attracting immigrants (Bertoli, Brücker, Facchini, Mayda, & Peri, 2009).

The ideal combination of EVPs attributes in relation to Corporate Brand is presented in Figure 5.2 with African and White respondents' preferences presented together. International and South African Citizens are presented in Figure 5.3 and respondents citizenship, Foreign (these include South Africans in other countries at the time of this research) and Current Citizens, is represented in Figure 5.4.

**Ideal combination of EVPs and Corporate Brand importance for African and White applicants**



**Ideal combination of EVPs and Corporate Brand importance for Coloured/ Asian applicants**



*Figure 5.2* The ideal combination of EVPs and Corporate Brand importance for respondents from the different population groups

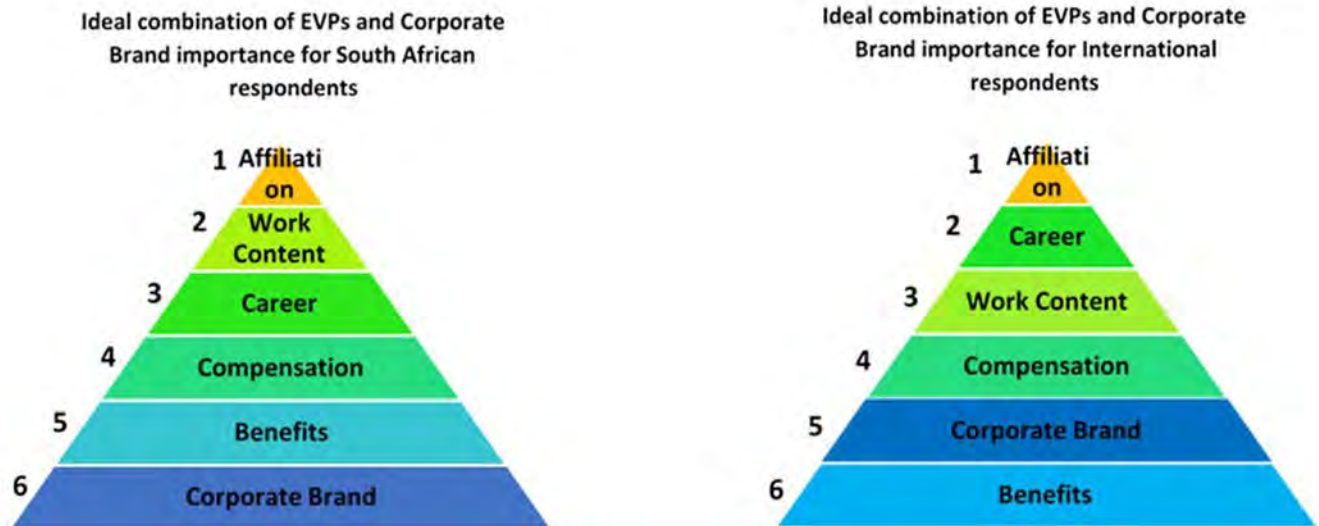


Figure 5.3 The ideal combination of EVPs and Corporate Brand importance between South African and International Citizens

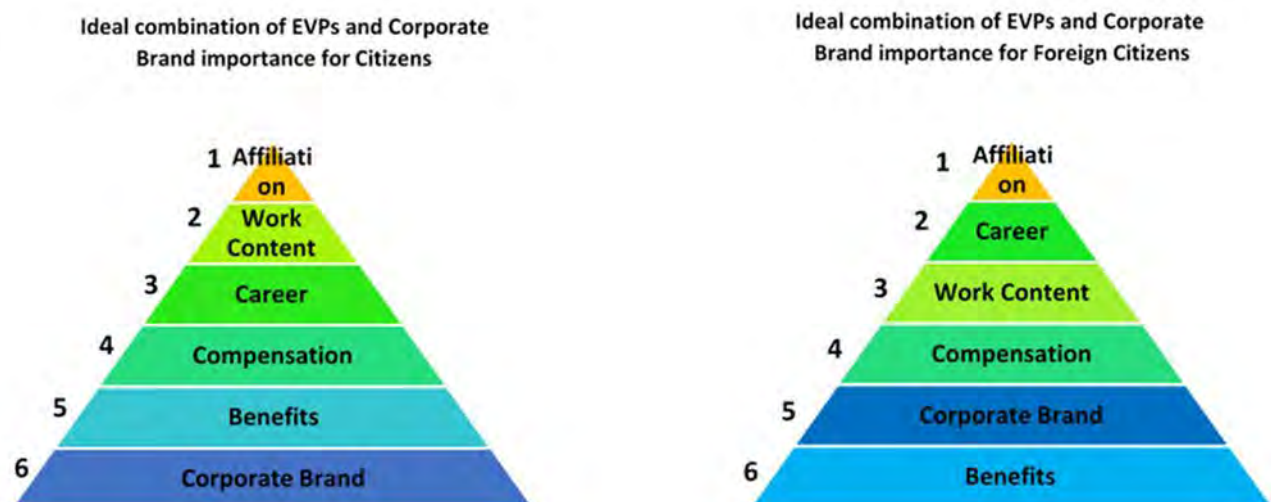


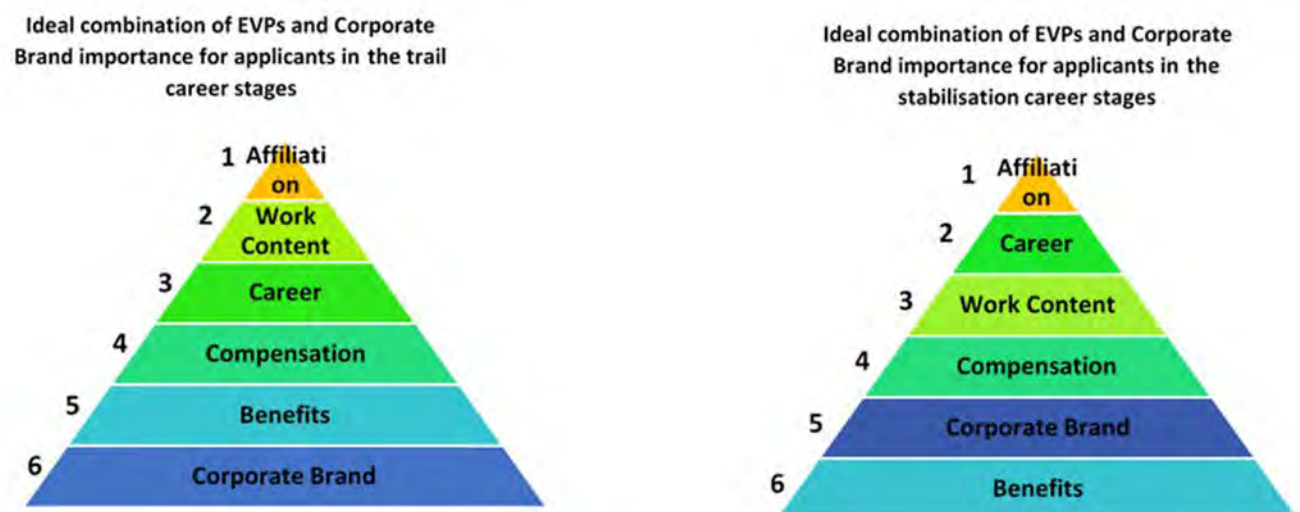
Figure 5.4 The ideal combination of EVPs and Corporate Brand importance between Current and Foreign Citizens

### 5.3. Ideal combination of EVPs and Corporate Brand importance for applicants in different career stages

Respondents in the mid-career stage indicate that Career attributes (22%) are relatively more important than Work Content attributes (19%) when relating to Corporate Brand which differs from the overall ranking of these attributes. Comparisons between the two groups reveal that respondents in their early career stage tend to value Work-Content attributes (23%) slightly more than

respondents in the mid-career stage, where the latter group deemed Affiliation attributes (33%) and Corporate Brand (8%) more important than their younger counterparts. This is contrary to previous research that indicated that the younger generation placed more value on reward that emphasise work-balance (Snelgar, et al., 2013). Moreover, respondents in their early career stage valued Compensation and Benefits more than respondents in the mid-career stage, which differ from Snelgar, et al. (2013) and Cennamo and Gardner (2008) where older respondents placed a greater value on pay and benefits.

However, when respondents rated attributes they perceived to be important in their job choice, without considering Corporate Brand, there was no significant difference between respondents in their career stages and valued attributes. Which suggest that Corporate Brand might have a more noteworthy influence in applicant attraction and intention depending on individuals' career stage.



*Figure 5.5* The ideal combination of EVPs and Corporate Brand importance for respondents in the Trail and Stabilisation stages of their careers.

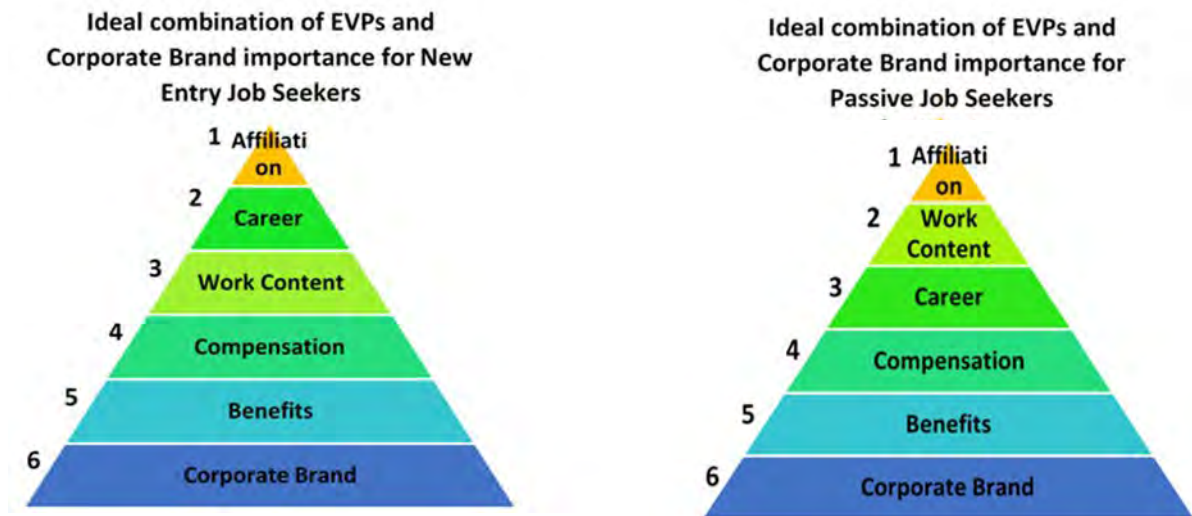


#### **5.4. Ideal combination of EVPs and Corporate Brand importance for different types of job seekers**

New Entry Job Seekers deemed Career attributes (22.1%) and Work-Content attributes (21.9%) more or less on the same level of relative importance in relation to Corporate Brand. This is similar to the Talent Trends survey (2014) where career and work opportunities was listed as the as part of the top 5 most important reasons when considering a new job.

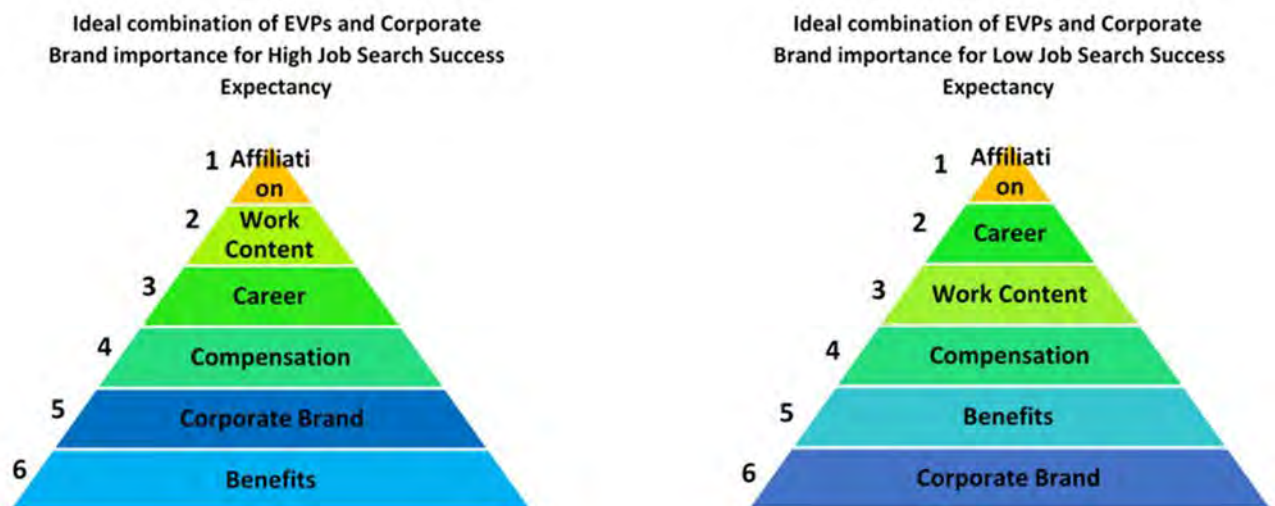
Furthermore, New Entry Job seekers deemed Corporate Brand (5.6%) more important than Passive job seekers (3%). Which is explained when bearing in mind that the majority of New Entry Job Seekers are searching for their first full time position, thus engaging in higher levels of career planning. Therefore, lacking experience and concrete information on the labour market, they gather information based on cumulative advantages regarding career development focusing on favourable resources within a limited time frame, such as employment opportunities from corporate brands familiar to them (Boswell et al, 2011).

Compensation and Benefits was viewed more or less equally important by both groups, which is not surprising considering that these variables were listed as the second and first most important reasons in job choice by respondents in the Talent Trend (2014) survey. Affiliation, was deemed the most important variable by both groups with Passive Job seekers (31%) viewing it more important than New Entry Job Seekers (29%) in relation to Corporate Brand. While, a significant difference between New Entry Job Seekers and Passive Job Seekers was found between the two groups on Organisational Culture attributes ( $p < .01$ ) where New Entry Job Seekers ( $M = 4.028$ ,  $SD = .82$ ) deemed it more important than Passive Job Seekers ( $M = 3.746$ ,  $SD = .952$ ) when Corporate brand was not in consideration.



*Figure 5.6* The ideal combination of EVPs and Corporate Brand importance for New Entry Job Seekers and Passive Job Seekers

Respondents job search success expectancy also influence the important of respondent evaluation of Corporate Brand and EVPs. Respondents with High Job Search Success Expectancy indicated that Corporate Brand has a higher level of relative importance than Benefits and considered it relatively more important than individuals with Low Job Search Success Expectancy. While Low Job Search Success Expectancy consider Career more important than the Work Content and consequently more important than respondents with High Job Search Success Expectancy (see Figure 5.7).



*Figure 5.7* The ideal combination of EVPs and Corporate Brand importance for respondents Job Search Success Expectancy

Respondents Brand Loyalty does not indicate any greater influence on respondents Corporate Brand and EVPs preferences, as respondents' with High or Low Brand Loyalty do not differ from the overall preferences. What is interesting to note is that although corporate brand is still considered the least important in respondent's job choice, respondents with Low Brand Loyalty indicated that Corporate Brand is 2 % relatively more important than respondents with High Brand Loyalty. Moreover, Career Development and Advancement, Work Content and Remuneration and Benefits were considered most important when Corporate Brand was not considered.



*Figure 5.5* The ideal combination of EVPs and Corporate Brand importance for Levels of Brand Loyalty

### **5.5. Ideal combination of EVPs and Corporate Brand importance for different fields of study**

Affiliation was indicated to be the most important by all the major fields of study, with Engineering, Technology and Construction, Health Science and Law valuing it more important than the other groups. While Health Science, Humanities and Science valued Compensation the least important than the other groups. This is interesting considering that pay was found to be one of the main drivers for high technology workers, engineers and scientist (Medcof & Rumpel, 2007). This also differs when compared to recent research on South African students' drives of employer attractiveness which indicated Career development and Training, Leadership Opportunities and Secure Employment to be the most important in Students' attraction to employers (South Africa Ideal Employers 2014, 2014). These attributes align with Career attribute which was considered third most important in this study. Furthermore, Engineering is the only group that ranked Corporate Brand on a higher level of importance compared to the other attributes when choosing between multiple job offers. However, even though Engineering ranked Corporate Brand (7%) more

important; Health Sciences indicated that Corporate Brand (8%) a higher percentage of relative important.

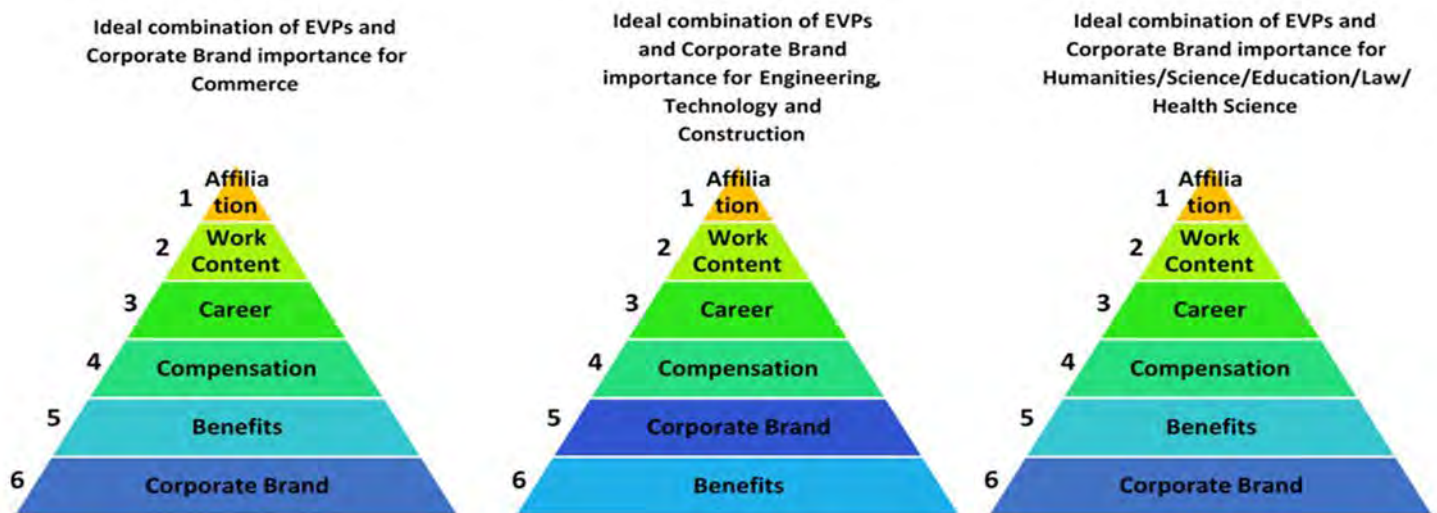


Figure 5.9 The ideal combination of EVPs and Corporate Brand importance for Major Fields of study.

## 5.6. Limitations and Recommendations

One of the limitations of the proposed study was the sampling method employed. The sample was obtained by using a convenient (non-probability) sampling method and therefore the results are not representative of the general population (Stangor, 2007). A descriptive research design also does not allow for casual relationships to be determined and also the respondent's motivations for preferences or selections cannot be explored (Stangor, 2007).

Furthermore, the attributes level descriptions, included in the conjoint tasks presented a limitation for the current research. The attributes and level descriptors include in the conjoint tasks were based on the information derived from the literature review, the descriptions for the various levels for some of the attributes was based on the combination of several theories which at times made the level descriptors lengthy and could have led to respondent fatigue. Future research in applicant attraction should include more concise level descriptors so to avoid any ambiguity between attributes and levels.

Confounding variables is another limitation. Individuals' perception of job security given the economic instability and self-efficacy could have influenced their preference between the various attributes. These included the respondents socio-economic background which was not included in the current study, i.e. respondents and applicants from less favourable economic background could consider Financial rewards more favourably than other attributes. It is recommended that further research should be conducted during a period of improved economic stability and that respondents socio-economic background should be taken into consideration when reviewing respondent's preferences.

### **5.7.Theoretical Contribution**

The present research adds to the shortage of empirical research regarding employee value propositions and corporate brand and how they relate to a new entry job seeker's perceived level of attraction. By using a conjoint analysis, the relative importance of the different aspects included in the Employee Value Propositions in relation to the organisations Corporate Brand were determined. Additionally, the relative importance between Corporate Brand and Employee Value Propositions in applicant job choice was determined, ultimately indicating that Corporate Brand would bear a greater weight in the applicant decision to accept a job offer Corporate Brand or the Employer Brand. Furthermore, a conjoint analysis has expanded on previous job seekers attraction research by developing a deeper understanding of and outlining the relative importance of these variables to different demographic groups.

### **5.8. Practical Contribution**

Practical contributions of the current research include a greater understanding of the value job seekers assign to the different employee value propositions and organisations' corporate brand, more accurate recruitment marketing mixes can be assembled and more targeted employer branding and effective recruitment campaigns can be launched. These targeted recruitment campaigns and

employee value propositions can aid organisations in recruiting employees from various demographic groups, with the implementation and management of an organisation's employment equity for their workforce (Botha, Bussin & de Swardt, 2011; Doverspike, Taylor, Shultz & McKay, 2000; Nzukuma & Bussin, 2011; Shen, Chanda, D'Netto & Monga, 2009).

## **5.9. Conclusion**

The objectives of the research included to identify the factors that attract job seekers the most, to assist employers and recruitment practitioners to improve their recruitment practices and be more equipped to attract targeted applicants to the recruitment process. Additionally, the research focused on identifying and determining the influence of factors that could impact the applicant's decision making process, i.e. organisations corporate brand.

Identified attraction factors were summarised into a comprehensive EVP, which related to the attributes included in the WorldatWork model. Respondents rated Career (development and advancement opportunities), Work Content, Remuneration and Benefits are the most valued attributes when considering a job offer and in addition, it was found to correlate with most of the previous research conducted on applicant attraction and intention. However, this method, just as the prior research, does not allow for trade-offs individuals are willing to make when considering different job offers which differ and may be equally attractive across attributes they have indicated to be important in their decision making; nor does it included the influence an organisation's corporate brand could have on the individual's job choice.

The factors that was consistently considered important in the respondent's job choice when considering organisation's Corporate Brand include: Affiliation (i.e. employee's association with the organisation, person-organisational fit); Work Content (i.e. the satisfaction employees derive from their work (includes among others challenges, variety and impact) and their Career (i.e. opportunities for development and advancement). Corporate Brand was regarded as the least

important attribute when considering job offers; with the exception from respondents with an Engineering, Technology and Construction background, as well as respondents in their mid-career stage and respondents with high job search success expectancy who indicated it was second to least important.

Even though Corporate brand was revealed to be the least important attribute when considering job offers; it is important to note the influence Corporate Brand and the effect attribute trade-offs have on the relative importance of the other attributes included in the EVPs. Compensation and Benefits had less value when respondents were comparing job offers from different organisations' Corporate Brands; and Affiliation or Organisational Culture was considered more important. These findings support recruitment and job search research that included marketing principle to explore applicant attraction and intention. Cable and Turban (2003), Lemmink, Schuijf and Streukens (2003) and Van Hoya and Saks (2011) found that organisations with positive reputations, familiar brands and favourable organisation images are considered more attractive.

However, as evident from the results, Employee Value Propositions are dependent on various external and internal influences, i.e. industries, organisation and socio-economic backgrounds. Madcof and Rumble (2007) also emphasise the importance for organisations to understand that employee attraction and retention factors cannot be considered as one size fits all across the organisation, applicants and employees; the variations and trade-off of the different sub-groups should also be considered in order for organisations to be successful in retaining and recruiting talented and skilled employees. The results obtained in this study aims to aid organisations and recruitment practitioners in developing a better understanding of which EVPs are important for applicants from different groups. It also offers a unique perspective on the influence and difference an organisations' Corporate Brand and employer brand has on applicant's job choice. Ultimately, it indicated that EVPs were relatively more important than Corporate Brand.



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## Appendix A

### Online questionnaire

Dear Respondent,

You are invited to take part in a Masters Research project for the University of Cape Town under the supervision of A/Prof. Anton Schlechter. The focus of this project is to gaining a better understanding of talent attraction of new entry job seekers, more specifically your preferences between Employee Value Propositions and corporate brand.



The questionnaire takes approximately 10 minutes to complete. The survey consists of five sections: 1) a short survey; 2) 6 questions where you need to each time pick one combination out of a set of randomly generated combinations; 3) another short survey; 4) another 6 questions where you again choose from further randomly generated combinations; and 5) a biographical section. There is no right or wrong response, the researcher is merely interested in your personal opinion.

Upon successful completion of the survey, you can stand a chance of winning 1 of 5 R500 Woolworth's vouchers. If you wish to participate in the lucky draw you can enter your email address on the last page of the survey. This information will be recorded separately from your responses on the questionnaire. Your response to the questionnaire will therefore be anonymous and all information will be held confidential. The draw will take place after the closing date of the survey.

This research has been approved by the Commerce Faculty Ethics in Research Committee at the University of Cape Town. Your participation in this research is voluntary and you can withdraw from the research at any time.

If you have any questions or concerns about completing the questionnaire, about being in this study, or if you would like to be informed about the results you may contact the researcher, Erika Ferreira at [ferreiraelrika@gmail.com](mailto:ferreiraelrika@gmail.com) or A/Prof. Anton Schlechter at [Anton.Schlechter@uct.ac.za](mailto:Anton.Schlechter@uct.ac.za).

Thank you for your time, consideration and support.

[Proceed to next page](#)

Progress: 14%



Kindly complete all the questions below by rating each item on a scale from 1-5, where 1 = Not at all important and 5 = Very important.

	1. Not at all important	2. Not Important	3. Uncertain	4. Important	5. Very Important
1. Recognition provided to you by your employer e.g. Financial recognition such as a cash, paid travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The extent to which your employer respects differences in race, gender and age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The opportunities offered to you by your company for learning and career development outside of your current job e.g. sabbaticals, coaching, mentoring, leadership training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The opportunities offered to you by your company for career advancement e.g. job advancement/promotions, internships, and apprenticeships with experts, internal job posting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The quality of performance feedback and performance discussions you have had with your supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The extent to which you believe your contribution and work is valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The level of challenge and interest you derive from your job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The extent to which you are provided with challenging targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Having a manageable workload and reasonable work pace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Having supportive and like-minded colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Proceed to next page](#)

Progress:



Kindly complete all the questions below by rating each item on a scale from 1-5, where 1 = Not at all important and 5 = Very important.

	1. Not at all important	2. Not Important	3. Uncertain	4. Important	5. Very Important
11. The opportunities offered to you by your company for training within your current job e.g. skills training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The extent to which your employer supports a balanced lifestyle (between your work and personal life)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Your employer's provision of work/life programmes such as flexible working arrangements, flexible hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Having social friendships at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. The degree to which your employer encourages and organises team building or other social networking activities amongst employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Your employer's provision of employee health and wellness programmes e.g. Employee Assistance Programmes, counselling services, fitness centres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The provision of a competitive pay package (i.e. basic salary plus benefits, allowances or variable pay)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Your employer's provision of medical aid, retirement and pension benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Your employer's provision of incentive bonuses/variable pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. The provision of recognition via non-financial means e.g. certificates of recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Proceed to next page](#)

Progress: 18%



Choice Section:

Which of these job offers do you consider to be best/most attractive to you if you were to consider joining a new company?

	Option 1	Option 2	Option 3
<b>Corporate Brand:</b>			
<b>Compensation:</b>	Market related salary targeting lower end of the market	Average market related salary	Market related salary targeting upper end of the market
<b>Benefits:</b>	80% Employer contribution to retirement fund and 80% contribution to medical aid	30% Employer contribution to retirement fund and 60% contribution to medical aid	50% Employer contribution to retirement fund and 70% contribution to medical aid
<b>Work content:</b>	The work feels satisfying and manageable	Overwhelming, challenging, anxiety driven	Challenging, engaging skills, knowledge and interests
<b>Career:</b>	Learning and career development opportunities but limited advancement opportunities	Little to no learning and career development or advancement opportunities	Abundant learning and career development, advancement opportunities and support
<b>Affiliation:</b>	Personal and organisation's values are somewhat aligned	Personal and organisation's values are not aligned	Personal and organisation's values are aligned
	Get along with colleagues on a professional level	Feeling "not part" of the organisation	Feeling "part" of the organisation
		Little or no interaction with colleagues	Interaction with colleagues on a social and professional level
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Proceed to next page](#)

## Appendix B

### Conjoint Task attributes and levels

Attributes/Factors	Level 3		Level 2	Level 1
<b>Corporate Brand</b>	3 <sup>rd</sup> Choice Company		2 <sup>nd</sup> Choice Company	1 <sup>st</sup> Choice Company
<b>Compensation</b>	Market related salary targeting lower end of the market		Average market related salary	Market related salary targeting upper end of the market
<b>Benefits</b>	30% Employer contribution to retirement fund and 60% contribution to medical aid		50% Employer contribution to retirement fund and 70% contribution to medical aid	80% Employer contribution to retirement fund, and 80% contribution to medical aid
<b>Work Content</b>	Overwhelming, challenging, anxiety driven	Not challenging enough, boring and tiring	The work feels satisfying and manageable	Challenging, engaging skills, knowledge and interests
<b>Career</b>	Little to no learning and career development or advancement opportunities		Learning and career development opportunities but limited advancement opportunities	Abundant learning and career development, advancement opportunities and support
<b>Affiliation</b>	Personal and organisation's values are not aligned  Feeling "not part" of the organisation  Little or no interaction with colleagues		Personal and organisation's values are somewhat aligned   Get along with colleagues on a professional level	Personal and organisation's values are aligned  Feeling "part" of the organisation  Interaction with colleagues on a social and professional level

## Appendix C

**Table 4.15 Scheffe Post Hoc Test for racial groups**

Value Attributes	Racial Classification		Mean Difference (I- J)	Std. Error	Sig.
Remuneration and Benefits	African	Coloured/Asian	.08261	.06370	.641
		White	.18116*	.04662	.002
		Other	.30674*	.08357	.004
	Coloured/Asian	African	-.08261	.06370	.641
		White	.09854	.06762	.547
		Other	.22413	.09686	.148
	White	African	-.18116*	.04662	.002
		Coloured/Asian	-.09854	.06762	.547
		Other	.12559	.08659	.551
	Other	African	-.30674*	.08357	.004
		Coloured/Asian	-.22413	.09686	.148
		White	-.12559	.08659	.551
Work Content	African	Coloured/Asian	.14841	.05508	.065
		White	.08890	.04031	.183
		Other	.13548	.07226	.319
	Coloured/Asian	African	-.14841	.05508	.065
		White	-.05952	.05847	.793
		Other	-.01294	.08376	.999
	White	African	-.08890	.04031	.183
		Coloured/Asian	.05952	.05847	.793
		Other	.04658	.07488	.943
	Other	African	-.13548	.07226	.319
		Coloured/Asian	.01294	.08376	.999
		White	-.04658	.07488	.943
Work-Life Balance	African	Coloured/Asian	.18953	.07104	.069
		White	.13366	.05199	.086
		Other	.17339	.09320	.326
	Coloured/Asian	African	-.18953	.07104	.069
		White	-.05587	.07542	.908
		Other	-.01614	.10803	.999
	White	African	-.13366	.05199	.086
		Coloured/Asian	.05587	.07542	.908
		Other	.03973	.09658	.982

Value Attributes	Racial Classification		Mean Difference (I- J)	Std. Error	Sig.
Organisational Culture	Other	African	-.17339	.09320	.326
		Coloured/Asian	.01614	.10803	.999
		White	-.03973	.09658	.982
	African	Coloured/Asian	.35153*	.08248	.000
		White	.66678*	.06036	.000
		Other	.28954	.10820	.068
	Coloured/Asian	African	-.35153*	.08248	.000
		White	.31525*	.08755	.005
		Other	-.06199	.12542	.970
	White	African	-.66678*	.06036	.000
		Coloured/Asian	-.31525*	.08755	.005
		Other	-.37724*	.11212	.010
	Other	African	-.28954	.10820	.068
		Coloured/Asian	.06199	.12542	.970
		White	.37724*	.11212	.010
	African	Coloured/Asian	.17601*	.05933	.033
		White	.24394*	.04342	.000
		Other	.29359*	.07783	.003
Career Development and Advancement	Coloured/Asian	African	-.17601*	.05933	.033
		White	.06792	.06298	.762
		Other	.11757	.09021	.637
	White	African	-.24394*	.04342	.000
		Coloured/Asian	-.06792	.06298	.762
		Other	.04965	.08065	.945
	Other	African	-.29359*	.07783	.003
		Coloured/Asian	-.11757	.09021	.637
		White	-.04965	.08065	.945

\*. The mean difference is significant at the 0.05 level.

## Appendix D

**Table 4.14 *Scheffe Post Hoc Test for highest level of education***

Value Attributes	Highest Level of Education	Mean Difference (I-J)	Std. Error	Sig.
Remuneration and Benefits	Undergraduate	.04538	.05146	.855
	Matric	.11981	.05841	.241
	Prefer not to answer	-.02058	.19288	1.000
	Matric	-.04538	.05146	.855
	Undergraduate	.07443	.06857	.758
	Prefer not to answer	-.06595	.19620	.990
	Matric	-.11981	.05841	.241
	Postgraduate	-.07443	.06857	.758
	Prefer not to answer	-.14038	.19813	.918
	Matric	.02058	.19288	1.000
	Prefer not to answer	.06595	.19620	.990
	Postgraduate	.14038	.19813	.918
	Undergraduate	-.00898	.04418	.998
	Matric	.03979	.05014	.890
	Prefer not to answer	-.37239	.16558	.168
	Matric	.00898	.04418	.998
Work Content	Undergraduate	.04877	.05887	.876
	Prefer not to answer	-.36341	.16842	.200
	Matric	-.03979	.05014	.890
	Postgraduate	-.04877	.05887	.876
	Prefer not to answer	-.41218	.17009	.119
	Matric	.37239	.16558	.168
	Prefer not to answer	.36341	.16842	.200
	Postgraduate	.41218	.17009	.119
	Undergraduate	.00573	.05711	1.000
	Matric	.05765	.06482	.852
Work-Life Balance	Prefer not to answer	-.27012	.21405	.661
	Undergraduate	-.00573	.05711	1.000



Value Attributes	Highest Level of Education	Mean Difference (I-J)	Std. Error	Sig.	
Organisational Culture	Postgraduate	Postgraduate	.05192	.07610	.926
		Prefer not to answer	-.27585	.21773	.658
		Matric	-.05765	.06482	.852
		Undergraduate	-.05192	.07610	.926
		Prefer not to answer	-.32777	.21988	.528
		Matric	.27012	.21405	.661
	Prefer not to answer	Undergraduate	.27585	.21773	.658
		Postgraduate	.32777	.21988	.528
		Undergraduate	-.06118	.06874	.851
	Matric	Postgraduate	.44063*	.07803	.000
		Prefer not to answer	-.29469	.25766	.727
		Matric	.06118	.06874	.851
	Undergraduate	Postgraduate	.50180*	.09161	.000
		Prefer not to answer	-.23351	.26210	.851
		Matric	-.44063*	.07803	.000
	Postgraduate	Undergraduate	-.50180*	.09161	.000
		Prefer not to answer	-.73531	.26468	.053
		Matric	.29469	.25766	.727
	Prefer not to answer	Undergraduate	.23351	.26210	.851
		Postgraduate	.73531	.26468	.053
		Undergraduate	.01398	.04835	.994
	Matric	Postgraduate	.06750	.05488	.679
		Prefer not to answer	-.24048	.18123	.624
		Matric	-.01398	.04835	.994
Career Development and Advancement	Undergraduate	Postgraduate	.05352	.06443	.876
		Prefer not to answer	-.25446	.18435	.593
		Matric	-.06750	.05488	.679
	Postgraduate	Undergraduate	-.05352	.06443	.876
		Prefer not to answer	-.30798	.18617	.434
		Matric	.24048	.18123	.624
	Prefer not to answer	Undergraduate	.25446	.18435	.593
		Postgraduate	.30798	.18617	.434

Value Attributes	Highest Level of Education	Mean Difference (I-J)	Std. Error	Sig.
*. The mean difference is significant at the 0.05 level.				

## Appendix E

**Table 4.16 Scheffe Post Hoc Test for Major Field of Study**

Value Attributes	Highest Level of Education		Mean Difference (I-J)	Std. Error	Sig.
Remuneration and Benefits	Commerce/Business/Man agement	Education	.15153	.07882	.718
		Engineering/Technology /Construction	.29734*	.07690	.021
		Health Science	.05367	.09559	.999
		Humanities	.16559	.05313	.139
		Law	.05858	.09319	.999
	Education	Science	.13627	.06390	.603
		Commerce/Business/Ma nagement	-.15153	.07882	.718
		Engineering/Technology /Construction	.14581	.09793	.898
		Health Science	-.09785	.11320	.993
		Humanities	.01406	.08061	1.000
	Engineering/Technology/ Construction	Law	-.09295	.11117	.994
		Science	-.01525	.08808	1.000
		Commerce/Business/Ma nagement	-.29734*	.07690	.021
		Education	-.14581	.09793	.898
		Health Science	-.24367	.11187	.577
	Health Science	Humanities	-.13175	.07874	.833
		Law	-.23876	.10982	.580
		Science	-.16107	.08637	.747
		Commerce/Business/Ma nagement	-.05367	.09559	.999
		Education	.09785	.11320	.993

	Engineering/Technology /Construction	.24367	.11187	.577
	Humanities	.11192	.09708	.970
	Law	.00491	.12363	1.000
	Science	.08260	.10336	.996
Humanities	Commerce/Business/Ma nagement	-.16559	.05313	.139
	Education	-.01406	.08061	1.000
	Engineering/Technology /Construction	.13175	.07874	.833
	Health Science	-.11192	.09708	.970
	Law	-.10701	.09471	.973
	Science	-.02931	.06610	1.000
Law	Commerce/Business/Ma nagement	-.05858	.09319	.999
	Education	.09295	.11117	.994
	Engineering/Technology /Construction	.23876	.10982	.580
	Health Science	-.00491	.12363	1.000
	Humanities	.10701	.09471	.973
	Science	.07770	.10114	.997
Science	Commerce/Business/Ma nagement	-.13627	.06390	.603
	Education	.01525	.08808	1.000
	Engineering/Technology /Construction	.16107	.08637	.747
	Health Science	-.08260	.10336	.996
	Humanities	.02931	.06610	1.000
	Law	-.07770	.10114	.997
Work Content	Education	-.02720	.06895	1.000

Commerce/Business/Management	Engineering/Technology/Construction	.08749	.06728	.946
	Health Science	-.06213	.08363	.997
	Humanities	-.08102	.04648	.804
	Law	-.00797	.08152	1.000
	Science	-.04671	.05590	.995
Education	Commerce/Business/Management	.02720	.06895	1.000
	Engineering/Technology/Construction	.11469	.08567	.938
	Health Science	-.03493	.09903	1.000
	Humanities	-.05382	.07052	.997
	Law	.01923	.09726	1.000
	Science	-.01951	.07706	1.000
Engineering/Technology/Construction	Commerce/Business/Management	-.08749	.06728	.946
	Education	-.11469	.08567	.938
	Health Science	-.14962	.09787	.886
	Humanities	-.16850	.06889	.426
	Law	-.09546	.09608	.986
	Science	-.13420	.07556	.789
Health Science	Commerce/Business/Management	.06213	.08363	.997
	Education	.03493	.09903	1.000
	Engineering/Technology/Construction	.14962	.09787	.886
	Humanities	-.01889	.08493	1.000
	Law	.05416	.10816	1.000
	Science	.01542	.09043	1.000
Humanities	Commerce/Business/Management	.08102	.04648	.804
	Education	.05382	.07052	.997
	Engineering/Technology/Construction	.16850	.06889	.426

Work-Life Balance	Law	Health Science	.01889	.08493	1.000
		Law	.07305	.08286	.993
		Science	.03430	.05783	.999
		Commerce/Business/Management	.00797	.08152	1.000
		Education	-.01923	.09726	1.000
	Science	Engineering/Technology/Construction	.09546	.09608	.986
		Health Science	-.05416	.10816	1.000
		Humanities	-.07305	.08286	.993
		Science	-.03874	.08848	1.000
		Commerce/Business/Management	.04671	.05590	.995
	Commerce/Business/Management	Education	.01951	.07706	1.000
		Engineering/Technology/Construction	.13420	.07556	.789
		Health Science	-.01542	.09043	1.000
		Humanities	-.03430	.05783	.999
		Law	.03874	.08848	1.000
	Education	Education	.21289	.08793	.440
		Engineering/Technology/Construction	.10986	.08580	.950
		Health Science	-.12594	.10664	.966
		Humanities	-.04011	.05928	.998
		Law	.09109	.10396	.993
	Engineering/Technology/Construction	Science	.11285	.07129	.868
		Commerce/Business/Management	-.21289	.08793	.440
		Engineering/Technology/Construction	-.10303	.10925	.989
		Health Science	-.33883	.12628	.304
		Humanities	-.25300	.08993	.246
		Law	-.12179	.12403	.987
		Science	-.10004	.09827	.984
		Commerce/Business/Management	-.10986	.08580	.950

Health Science	Education	.10303	.10925	.989
	Health Science	-.23580	.12481	.735
	Humanities	-.14997	.08785	.819
	Law	-.01877	.12252	1.000
	Science	.00299	.09636	1.000
	Commerce/Business/Management	.12594	.10664	.966
Humanities	Education	.33883	.12628	.304
	Engineering/Technology/Construction	.23580	.12481	.735
	Humanities	.08583	.10830	.996
	Law	.21703	.13793	.871
	Science	.23879	.11531	.638
Law	Commerce/Business/Management	.04011	.05928	.998
	Education	.25300	.08993	.246
	Engineering/Technology/Construction	.14997	.08785	.819
	Health Science	-.08583	.10830	.996
	Law	.13120	.10566	.957
Science	Science	.15296	.07374	.636
	Commerce/Business/Management	-.09109	.10396	.993
	Education	.12179	.12403	.987
	Engineering/Technology/Construction	.01877	.12252	1.000
	Health Science	-.21703	.13793	.871
	Humanities	-.13120	.10566	.957
	Science	.02176	.11284	1.000
	Commerce/Business/Management	-.11285	.07129	.868
	Education	.10004	.09827	.984
	Engineering/Technology/Construction	-.00299	.09636	1.000
	Health Science	-.23879	.11531	.638
	Humanities	-.15296	.07374	.636

Organisational Culture	Commerce/Business/Management	Law	-.02176	.11284	1.000
		Education	.22453	.10808	.634
		Engineering/Technology/Construction	.21140	.10546	.674
	Education	Health Science	-.17709	.13108	.935
		Humanities	.01868	.07286	1.000
		Law	.39119	.12779	.155
		Science	.15256	.08762	.805
		Commerce/Business/Management	-.22453	.10808	.634
		Engineering/Technology/Construction	-.01313	.13428	1.000
	Engineering/Technology/Construction	Health Science	-.40162	.15522	.351
		Humanities	-.20585	.11054	.748
		Law	.16667	.15245	.977
		Science	-.07196	.12078	.999
		Commerce/Business/Management	-.21140	.10546	.674
		Education	.01313	.13428	1.000
	Health Science	Health Science	-.38849	.15341	.379
		Humanities	-.19272	.10798	.785
		Law	.17980	.15060	.964
		Science	-.05883	.11844	1.000
		Commerce/Business/Management	.17709	.13108	.935
		Education	.40162	.15522	.351
	Humanities	Engineering/Technology/Construction	.38849	.15341	.379
		Humanities	.19577	.13312	.904
		Law	.56829	.16954	.083
		Science	.32966	.14174	.493
		Commerce/Business/Management	-.01868	.07286	1.000
		Education	.20585	.11054	.748
		Engineering/Technology/Construction	.19272	.10798	.785



Career Development and Advancement	Law	Health Science	-.19577	.13312	.904
		Law	.37252	.12988	.223
		Science	.13389	.09065	.902
		Commerce/Business/Management	-.39119	.12779	.155
		Education	-.16667	.15245	.977
		Engineering/Technology/Construction	-.17980	.15060	.964
	Science	Health Science	-.56829	.16954	.083
		Humanities	-.37252	.12988	.223
		Science	-.23863	.13870	.814
		Commerce/Business/Management	-.15256	.08762	.805
	Commerce/Business/Management	Education	.07196	.12078	.999
		Engineering/Technology/Construction	.05883	.11844	1.000
		Health Science	-.32966	.14174	.493
		Humanities	-.13389	.09065	.902
	Education	Law	.23863	.13870	.814
		Education	.16743	.07453	.538
		Engineering/Technology/Construction	.35340*	.07272	.001
		Health Science	.10358	.09039	.971
	Engineering/Technology/Construction	Humanities	.07799	.05024	.878
		Law	-.03770	.08812	1.000
		Science	.11446	.06042	.732
		Commerce/Business/Management	-.16743	.07453	.538
	Engineering/Technology/Construction	Engineering/Technology/Construction	.18597	.09260	.672
		Health Science	-.06384	.10703	.999
		Humanities	-.08943	.07623	.967
		Law	-.20513	.10512	.703
	Engineering/Technology/Construction	Science	-.05297	.08329	.999
		Commerce/Business/Management	-.35340*	.07272	.001

Health Science	Education	-.18597	.09260	.672
	Health Science	-.24982	.10578	.473
	Humanities	-.27541*	.07446	.034
	Law	-.39110*	.10385	.028
	Science	-.23894	.08167	.201
	Commerce/Business/Management	-.10358	.09039	.971
Humanities	Education	.06384	.10703	.999
	Engineering/Technology/Construction	.24982	.10578	.473
	Humanities	-.02559	.09180	1.000
	Law	-.14129	.11690	.962
	Science	.01087	.09774	1.000
	Commerce/Business/Management	-.07799	.05024	.878
Law	Education	.08943	.07623	.967
	Engineering/Technology/Construction	.27541*	.07446	.034
	Health Science	.02559	.09180	1.000
	Law	-.11569	.08956	.947
	Science	.03647	.06250	.999
	Commerce/Business/Management	.03770	.08812	1.000
Science	Education	.20513	.10512	.703
	Engineering/Technology/Construction	.39110*	.10385	.028
	Health Science	.14129	.11690	.962
	Humanities	.11569	.08956	.947
	Science	.15216	.09564	.865
	Commerce/Business/Management	-.11446	.06042	.732
	Education	.05297	.08329	.999
	Engineering/Technology/Construction	.23894	.08167	.201
	Health Science	-.01087	.09774	1.000
	Humanities	-.03647	.06250	.999

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Law	-.15216	.09564	.865
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\*. The mean difference is significant at the 0.05 level.

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